

# Regional Mobility Management for the SEAGO Region - Graham, Greenlee, Cochise, and Santa Cruz Counties June 2012

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Prepared for

SouthEastern Arizona  
Governments  
Organization - SEAGO



Prepared by

M. Greene Planning & Resource Development



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## Introduction

### Background and Purpose

#### Timeline of Activities

2004 -The President issued Executive Order 13330, requiring that selected federal agencies work together to assure greater transit/transportation access to older persons, persons with disabilities, and persons with low incomes. Mobility Management activities are derived from this Order. The entire text of the Order can be found in the Appendix.

2005 - United We Ride was developed as an interagency effort to carry forth the objectives of EO 13330.

2006 - The Arizona Department of Transportation's Multi-modal Division established state guidelines for the development of Human Services Coordination efforts, including Coordination Councils and Coordination Plans.

2007 - SEAGO established three Coordination Councils – one in Cochise County, one in Santa Cruz County, and one that served Graham and Greenlee Counties. In that same year, SEAGO submitted its first Human Services Transit/Transportation Coordination Plan and required all 5300 grant program applicants to participate in Coordination Council activities.

2008 - The Blake Foundation applied for Mobility Management funds under the 5310 program to facilitate coordination activities in Graham and Greenlee Counties. In that same year, the City of Nogales applied for 5310 Mobility Management funds to facilitate coordination activities in Santa Cruz County.

2011- SEAGO requested funding from ADOT to develop a three year pilot program to provide regional mobility management for the four county SEAGO service area that includes Cochise, Graham, Greenlee, and Santa Cruz Counties.

#### Purpose of SEAGO Regional Mobility Management Study and Pilot Program

In an effort to address federal and state mandates for increased coordination efforts with a focus on expansion of services and greater cost efficiencies, the Southeastern Arizona Governments Organization (SEAGO) proposed the development of a three year Regional Mobility Management (RMM) pilot program with the following goals and objectives:

- Provide greater public access to transportation and transportation information;
- Provide support to existing local mobility managers and transportation providers;
- Identify ways to fill gaps in the provision of transportation services;
- Identify ways to ease barriers and reduce costs for transportation providers;
- Act as a conduit between transportation providers and transportation funders; and
- Act as an advocate for the development of federal, state, and local policy that supports the advancement of rural transportation opportunities and stated goals.

**Regional Mobility Management does not supplant Local Mobility Management or the autonomy of transit/transportation providers. Regional Mobility Management is the culmination of a collective effort and each stakeholder, partner, provider, and rider, who wishes to participate, plays an integral role in its success.**

In an effort to further the development of an RMM program, SEAGO commissioned a study of how RMM could positively affect the sustainability and development of rural transit and transportation services in its region. FTA and ADOT provided funding to support the study and recommendations.

## Summary of Findings

While there is no single accepted definition of Mobility Management (MM), the stated purpose of many MM programs is to provide for greater access to transportation and transit services while building efficiencies that reduce costs as well as duplication of service in a given geographic area. The nature of rural transit and transportation services, especially in very rural areas, provides substantial challenges when developing an effective Regional Mobility Management (RMM) system.

This report identifies barriers and outlines ways in which an RMM program might address them and further the goals and objectives of area riders, transportation and transit providers, and their partners. More detailed information regarding the findings can be found in the Mobility Management Services section of this report.

The report makes recommendations in eight focus areas:

- Improved Access
- Improved Outreach
- Administrative Services
- Operating Services
- Technology
- Cost Saving Measures
- Advocacy
- Evaluation

Details regarding these recommendations can be found in the Mobility Management Recommendations section beginning of this report.

**Improved Access** – Riders and transit/transportation providers have identified gaps in available services with a focus on un-served **geographic areas** and un-served or inadequately served **special needs populations**. Efforts in this area should also consider job services and the needs of low-income individuals.

These gaps exist as a result of several conditions, the most common being:

- The lack of a service provider or agency that will offer transportation in a given geographic area.
- The general lack of providers and/or the inability of existing service providers to meet the needs of a particular population group.

Recommendations include

- The expansion of existing services, including inter-city services among 5311 providers, to cover a greater geographic area.
- The expansion of existing organization's missions to include transportation for additional non-client populations.
- The identification or formation of coordinated efforts to reach out to previously under- or un-served populations.
- The formation of a one-call, one-click information system

### Improved Outreach

There is a common belief among transit/transportation providers that the general public has not been adequately informed about transit/transportation options or given enough information to make informed choices in determining which transit/transportation systems are available and how to use them. Improvements in Outreach activities would help inform the public and increase efficient use of existing systems and do so in the most prevalent languages for the region: English and Spanish.

Recommendations include:

- Catalogue of existing transit/transportation providers both non- and for-profit
- Web based information systems for use by all partners, stakeholders, and providers
- Print material for use among partners, stakeholders, and providers
- Rider training
- Ride Share information system
- Translation services for rider materials

### Administrative Services

Rural area Transit/Transportation providers in the SEAGO region receiving Coordination Mobility funding (5310, 16 & 17) are typically small organizations whose staff levels are limited to program implementation. Transit/Transportation is often a means to deliver program benefits and very few have stand alone transit/transportation departments or budgets. The added burden of administrative oversight, reporting, and compliance required in order to use these funds can be demanding on already stretched organizations. In some cases it can be crippling. A Greenlee County organization reports that its transit/transportation manager and administrator is also the driver, and the grant writer, and must also provide other non-transit/transportation related services. When this person must focus on administrative duties, the transportation program is halted – leaving riders without access for the time it takes to finish administrative tasks. Recommendations in this focus area are meant to reduce the administrative burden so that staff and resources can remain directed on the client and the provision of services.

Recommendations include centralized efforts toward:

- Coordinated emergency response planning
- Civil Rights, ADA, Title VI, DBE, and EEO compliance training
- Standard templates and training for required plans and policies
- Evaluation training and tools

- Centralized procurement
- Marketing plans and implementation
- Mapping
- Public participation, notices, presentations
- Budget development
- Short and long term planning
- Single funding applications
- Ridership statistics
- Coordination Plan updates

## Operations Services

While most small 5300 providers who were surveyed have developed the capacity to supply transit/transportation to their clients, they cannot always do so in the most cost effective manner. Much of this financial burden is brought on by escalating costs in areas of insurance, fuel, capital equipment, and labor costs. Mobility Management services, along with changes to state policy, can help relieve some of the operations burdens for these small organizations.

Recommendations include:

- Driver Training
- Driver Pool
- Standard templates for operations plans and policies
- Coordinated route/schedules
- Back-up dispatching
- Best practices information, analysis, and training
- Short and long range operations planning

## Technology

The one element of Mobility Management that can facilitate the greatest level of coordination is technology. Technology allows riders to potentially go from one provider to the next seamlessly, both across geographic lines and on coordinated schedules. Technology allows desired rider outreach to be most effective and wide spread, allows for the gathering of rider statistics and trip purposes through smart cards, can assist in determining the real cost of transporting riders, assist drivers with inspections, assures routine maintenance is done in a timely fashion, helps monitor compliance with both administrative and operations regulations, and promotes efficiencies on every level.

Recommendations include:

- Cooperative procurement
- Common Route/Schedule software used across the region
- Smart Card systems
- On board electronics (I-Pad type) for driver



- GPS technology in support of centralized dispatch and inter-city connections information
- Communications equipment that tracks with local governments in support of emergency coordination
- Purchase related technology in support of centralized fuel purchases, maintenance and repair services, and parts
- Environmentally friendly technologies including efficient vehicles

### Cost Saving Measures

Among transit/transportation providers who were surveyed, the most common barrier to sustaining or expanding existing services was cost. From the standpoint of regional Mobility Management, the most efficient way to affect cost savings measures is to develop common procurement methods, using economy of scale to buy down the price of commodities, services, and capital facilities.

Recommendations include:

- Joining the state vehicle insurance pool or forming a regional insurance pool
- Use state contracts in fuel purchase and using ADOT yards, and/or local government fueling stations as points of sales
- Join the state purchasing Cooperative
- Develop cooperative/centralized DBE compliant procurement processes

### Advocacy for Policy Development

Regional Mobility Management cannot be successful without the full support and actions of the stakeholders and partners who have interest in its success. Some recommendations in this report will require advocates to promote changes in existing local, state, and even federal policies. Failure to include advocacy may result in a limited array of regional Mobility Management services, and may be counterproductive to the region's efforts to improve rider access and reduce, or shift, cost burdens away from the providers.

Recommendations include:

- Support and educational outreach to local and statewide associations and government entities to include rural transit/transportation in their planning and legislative efforts
- Support and educational outreach regarding a dedicated funding resource for rural transit/transportation providers
- Support and educational outreach to state offices and ADOT regarding policies that would allow single applications and centralized procurement using state contracts
- Expansion of 5311 services in Nogales and Safford
- Expansion of intercity connections within the region
- Local land use policy to include transit/transportation considerations
- Study the feasibility of a future regional transit authority

## Evaluation

Critical to the entire notion of a pilot project is Evaluation. Evaluation provides objective and subjective data that helps determine the usefulness of recommendations and the level, or measurable outcomes, of a regional Mobility Management system.

Recommendations include:

- Establish and maintain goals and measurable objectives on local and regional levels
- Establish performance measures
- Establish true costs measures
- Establish base line for ridership and monitor changes
- Conduct rider and provider surveys
- Provide performance reports and share best practices

**Partnership Development and Participation** – Transit/Transportation providers and riders agreed that greater integration of partnership benefits would help to improve service. Coordination Groups tend to be limited to organizations that receive federal funding, as non-beneficiaries find it difficult to justify the staff and time to fully participate when outcomes may not be directed toward them specifically. This is especially true at the government entity levels where severe budget cutbacks and staff reductions have reduced their ability to participate at the level they might like to. In addition, a number of the recommendations proposed by providers require a higher level of participation at the county, state and Federal levels, including policy changes to current funding and operating structures.

Barriers include:

- A real or perceived lack of advocacy for rural transit issues from state-wide associations when recommending legislative policy.
- The lack of presence among for-profit providers and government and quasi-government entities at Coordination Meetings.
- Local and state policy development and advocacy is perceived to be focused on urban needs or lack focus on reducing barriers to rural providers.

Recommendations include:

- Regional Mobility Management participation in state-wide advocacy efforts to bring rural transit/transportation issues to legislative and governing bodies.
- Create better partnerships with Department of Economic Security (DES), schools, veteran's affairs organizations, health care providers, and other human services agencies and stakeholders in ways that promote participation.
- Incorporate for-profit transportation providers into the One Click – One Call system and create small demonstration projects that provide cost effective services between communities and/or existing transit systems.
- Develop recommendations to state officials and legislators on policy creation, or changes that would benefit the provision of rural transit/transportation services, including the expansion of service and the reduction of costs.

- Encourage the state to request true cost information through the annual application process to show the level of unfunded costs associated with transit/transportation services – including a template budget that includes administrative and indirect and soft costs.

## Methodology

In an effort to identify best practices for rural mobility management, research was conducted on three fronts:

- Online research,
- Interviews with transit/transportation providers, and
- Inquiries among national organizations serving transit/transportation organizations and entities.

In addition, public input was sought at three public meetings held to review the draft report.

### Online Research

Online research revealed a number of mobility management plans, most of them urban or suburban in service area, and most were actually multi-modal transportation plans that were titled mobility management plans. Rural plans were varied with focus ranging from inter-city connections, work force needs, human services coordination, and one call centers.

The Community Transportation Association of America’s web site, [cta.org](http://cta.org), provided a substantial number of resources in the development of a mobility management plan.

### Transit/Transportation Provider Interviews

Interviews with transit/transportation providers were conducted in face-to-face meetings with SEAGO region organizations. The interview was conducted using an outline to guide the interviewer in making sure the information gathered was comprehensive. The following outline was used in Cochise, Graham, Greenlee, and Santa Cruz Counties.

The following is the survey that was **administered through interviews** with providers:

#### Existing Services

Are organizations familiar with other nonprofit and for-profit transportation providers? (This should be all of them, not just in the coordination group - include informal transportation like churches, etc.)

Who are they and where do they go?

Are they limited in the riders they will carry? (Their own clients, etc.)

#### Customer Needs

Are organizations familiar with their riders’ unmet needs in terms of transportation?

Where do they want to go that you cannot take them?

How often do they want to go to these places?

For what purpose do these riders need to go to these places?

Are there commercial transportation providers that can meet these needs?

What are the reasons riders do not use commercial providers?

Will organizations conduct an on-board survey of their constituents and riders to determine need for inter and intra-county transportation?

What ideas do organizations have that could meet these needs?

What would they need in order to implement these ideas?

**Organizational Needs**

What are the barriers to continuing existing services?

Staffing	Matching funds
Training	Operating funds
Vehicle Maintenance/Repair	Program limitations

What are the barriers to expanding your existing services or meeting unmet rider needs?

Mission/Board	Time
Funding	Vehicles

What barriers do you perceive other organizations have in providing transit/transportation services?

What kinds of technology would help you?

GPS-GIS	Central scheduling
Bus Pass readers	Scheduling software

What kinds of training or technical assistance would help you?

- Driver Training
- Program Management
- Policy Development
- Financial Analysis
- Planning
- Rider Training
- Procurement
- DBE, ADA, Title VI
- Reporting
- Record Keeping
- Rider Statistics
- Service Area

## National Transit/Transportation Technical Assistance Providers

Upon the completion of the research phase of this project, a conference call was convened with four transit planners.

Suzanne O'Neill, Transit Plus, Inc.

Noelle Melchizedek, Transit Plus, Inc.

Ralph Power, Transit Plus, Inc.

Charles Rutkowski, Community Transportation Association of America

Each of these participants is actively engaged in transit mobility management planning across the country, and is familiar with trends and systems being developed in the field. The participants determined that they were not familiar with any mobility management plans that were developed for very rural areas, such as Southeastern Arizona. However, after reviewing the proposed plan elements they advocated its development. It was agreed among the participants that in very rural areas it is nearly impossible to increase services while decreasing costs as shared rides, assets, and other typical cost reduction activities could not be implemented in the same effective way they are in urban areas. It also was agreed that plans of this nature should be implemented in small, manageable efforts over time.

## Public Meeting Surveys

Three public meetings were held across the SEAGO region. Attendees were asked to take part in a facilitated survey to prioritize the focus elements that were identified through the interviews and research.

The Survey used for public meetings can be found in the appendix.

## SEAGO Region Demographics



The SEAGO region is comprised of Graham, Greenlee, Cochise, and Santa Cruz Counties.

Together, the area is 13,883 square miles and is larger than nine U.S. states. The total population is 214,761 with a density of 15 people per square mile.

The Cornell University Employment and Disability Institute reports that 19.1 percent of the population in the four county area report disabilities. Individual county sources for disabilities are listed below.

Primary demographic data is from *Find The Data*, which draws its numbers and information primarily from U.S. Census statistics, along with studies conducted by universities, public interest groups, and government agencies.



## Graham County

### Graham County Demographic Data

Graham County is mostly high desert plains surrounded by the Gila, Pinaleno, Galiuro, and Santa Teresa Mountains. The three incorporated communities of Safford, Thatcher, and Pima represent the principal centers of population and economic activity in the county. While agriculture has traditionally been a mainstay of the region, it has evolved to also become a center for light industry, as well as the retail and service hub in Southeastern Arizona. Recent population and economic growth is associated with the Freeport McMoRan, Inc. mine expansion and emergence as a regional shopping and services center. *Graham County Small Area Transportation Study, 2008*

Easter Seals Blake Foundation, in Safford, provides Mobility Management services to both Graham and Greenlee Counties.

### Graham County Transportation Providers

Graham County, in partnership with Greenlee County providers, has a very active Human Services Transit/Transportation Coordination Group that meets monthly and no less than quarterly. Easter Seals Blake Foundation receives Mobility Management funds to support the group and its activities. Meetings are the third Tuesday of each month at the Blake Foundation Café on Main Street in Safford from 10 a.m. to 12 p.m. There are nine organizations that operate transit/transportation services in the two county area and they are regular attendees at coordination meetings.

Local mobility management activities include meeting facilitation; dissemination of information from SEAGO, ADOT, and other organizations; vehicle inspection coordination; emergency preparedness, application reviews; and coordination plan updates.

Transit/transportation providers in this two county area work well together to provide emergency backup drivers and vehicles to one another when needs arise.

### Graham County

**4,630 square miles**  
**37,220 population**  
**8 people per square mile**

**67.1 % White**  
**30.4 % Hispanic or Latino origin**

**30.9 – Median age**  
**11.8 % aged 65 or over**  
**30% of the overall population with a disability**  
**21.5% living below poverty level**  
**23.3% speak a second language**  
**5+years**

Source: [Find the Data](#)

Currently, the only public transit service available in the Graham County study area is provided by Southeastern Arizona Community Action Program, Inc. (SEACAP), using one vehicle funded through the 5310, 5316, & 5317 ADOT/FTA programs. SEABHS, SEACRS, Graham County Rehab, Mt. Graham Safe House, and Easter Seals Blake Foundation provide transportation services to their clients.

The need to provide public transportation in the area has been addressed by community leaders who commissioned a feasibility study to determine the transit needs of the community. The Graham County Transit Feasibility Study was completed in 2007. The objectives of the feasibility study were to identify transit dependent populations, the need for connections between major community activity centers, and funding alternatives. The results of the feasibility study indicated that there is demand for public transit services and recommended operating various fixed routes. Community leaders continue to address the complexity of funding and management issues and no transit service has yet been developed.

In the spring of 2012, the San Carlos Apache Transit system contacted the Coordination group to propose operating a 5311 route in Thatcher and Safford. As of this report, the proposed system was being discussed with elected officials in Safford and Thatcher. A series of public meetings is proposed to determine the best route and schedule for such a system.

Additionally, several private and informal park-and-ride facilities are located throughout the county. Most are used by employees of the Freeport-McMoRan mine, who share rides to worksites in the neighboring county. The mine offers a shuttle service for some employees. Other workers have coordinated private carpools.



## At a glance

**General Services:**

Easter Seals Blake Foundation serves disabled & disadvantaged individuals and their families throughout Southern Arizona.

**Applicant Status:**

Private, nonprofit

**Primary Service Area:**

All of Graham County and adjacent areas

**Service Days / Hours:**

24 hours / 7 days / 365 days

**Transportation Funding**

Sources: 5310, 5311, 5317

**No. of vehicles: 6**

**No. of vehicles on lien: 5**

**No. of service sites: 7**

**Annual Ridership: 37,368**

**Providing Transportation**

**Services since: 1980**

**Contact:**

Cheryl Wilson

527 Main St.

Safford, AZ 85547

928-428-5990

Fax: 928-428-0127

[cwilson@blakefoundation.org](mailto:cwilson@blakefoundation.org)

[www.blakefoundation.easterseals.com](http://www.blakefoundation.easterseals.com)

## BLAKE FOUNDATION SAGE Program Graham County

The Blake Foundation's SAGE Division provides residential, employment, and day program services for individuals with developmental disabilities. SAGE provides programs to enable individuals with mental health, physical and/or intellectual disabilities to reach their maximum potential for independence.

SAGE provides transportation to and from day programs, residential programs, and individual homes. Transportation schedules are based on the need of each individual and therefore, primarily "on demand." In addition to daily errand-related rides, clients are also driven to social and recreational locations. Transportation is also available for vacation use, visits to family and other group excursions to various cultural, historic and tourist sites both within and outside of Arizona.

As Mobility Manager for the region, Blake Foundation SAGE is the host for each of the monthly coordination meetings in the Graham-Greenlee region, and has Mutual Aid Agreements with Graham and Greenlee Counties.

In the absence of commercial providers, like Greyhound Bus, Blake Foundation is working with transit/transportation providers outside its area to build a network of transportation from Lordsburg, New Mexico to Phoenix, Arizona.

Identified unmet needs for the **Graham County** programs include operational funding for the ongoing transportation services, three ramp-equipped mini vans, and funding for Mobility Management.





# GRAHAM COUNTY REHABILITATION CENTER

## At a glance

**General Services:**

Graham County Rehabilitation Center (GCRC) is a nonprofit organization serving the developmentally disabled in Graham County.

**Applicant Status:**

Private nonprofit

**Primary Service Area:**

Graham and Greenlee County

**Service Days / Hours:**

365 days a year, 24 hours a day for agency clients.

**Transportation Funding**

**Sources:** 5310, 5316, 5317

**No. of vehicles:** 3

**No. of vehicles under lien:** 2

**No. of Service Sites:** 3

**Providing transportation**

**services since:** 1968

**Contact:**

Pamela Patt  
502 W. Main St.  
PO Box 870  
Safford, AZ 85548  
928-428-7968  
[Pam@gcrsafford.org](mailto:Pam@gcrsafford.org)

Graham County Rehabilitation Center (GCRC) provides jobs for people with disabilities through the contracts it maintains with the Division of Developmental Disabilities, Rehabilitation Services Administration, and Southeastern Arizona Behavioral Health Services.

GCRC maintains three sites in Safford: a thrift store and annex, and a recycling center. At these job sites with the employment contracts with DDD and SEABHS, many individuals find meaningful and valuable employment.

GCRC drivers are trained in CPR, first aid, medication, seizures, lifting and carrying, defensive driving, behavior management, and emergency procedures in vehicles. GCRC has a PASS trainer employed in its program. At the present time, agency staff drivers are also job coaches.

Monthly meetings are held with RSA and SEABHS to determine whether there are any new referrals of people with disabilities. Transit Coordination meetings with other transportation providers in the region are attended monthly, as well.

Unmet needs include a new vehicle and operating funds, both for the transportation of clients to and from services, but also transportation for clients to and from job sites.



## At a glance

**General Services:**

The purpose is to provide victims of domestic violence and sexual assault short-term emergency housing, transitional housing, and community outreach services.

**Applicant Status:**

Private nonprofit

**Primary Service Area:**

Graham and Greenlee Counties

**Service Days / Hours:**

365 days a year 24 hours a day for agency clients

**Transportation Funding**

**Sources:** 5310, 5316

**No. of vehicles:** 2

**No. of vehicles on lien:** 0

**No. of Service Sites:** 1

**Providing service since:** 1995

**Annual Ridership:** 905

**Contact:**

Heather Ballard

PO Box 1202

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[www.mtgrahamsh.org](http://www.mtgrahamsh.org)

# MOUNT GRAHAM SAFE HOUSE

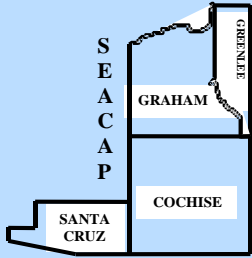
Since 1995 The Mount Graham Safe House (MGSH) has provided crisis intervention, assessment, advocacy, and referral as needed, conducted in a safe, secure, and confidential environment. It is the only facility of its kind in Graham County.

MGSH provides advocacy, emergency housing, transitional housing, clothing, food, school supplies, furniture, local transportation, self help groups, parenting classes, job skills classes and a children's domestic violence education program to both resident and non-resident clients. MGSH Battered Immigrant Women Coordinator organizes local agencies to provide training on the issues battered, immigrant women face.

Mount Graham Safe House provides transportation to and from the Safe House for job services, medical appointments, counseling, legal services, and other needs.

Coordination efforts include regular attendance at the Graham/Greenlee coordination meetings. At these meetings, Mount Graham staff is responsible for recording and reporting the minutes.

Unmet needs include operational funds to purchase eight computers for the Job Rehabilitation Education Program, and a seven passenger minivan that will be used in an on-going program serving participants in Graham and Greenlee Counties, as well as the San Carlos Apache Reservation, which is located within the SEAGO region.



# SEACAP

## GRAHAM COUNTY

Southeastern Arizona Community Action Program’s (SEACAP) mission is, “To help families and/or individuals achieve economic sufficiency through family development and to ensure that those who require services are able to obtain necessary assistance while maintaining the highest degree of self-esteem.”

### At a glance

**General Services:**

This service provides transportation to elderly and/or disabled individuals or families living in Graham and Greenlee Counties.

**Applicant Status:**

Private, nonprofit

**Primary Service Area:**

Graham and Greenlee Counties

**Service Days / Hours:**

Clifton 9 a.m. to 2 p.m. M, T, Th, F  
8 a.m. to 5 p.m. on Wed.

Safford - 8 a.m. to 12:30 p.m./1:30 p.m. to 5 p.m. M– F

Duncan 9:30 a.m. to 1:30 p.m. M, T, Th  
8 a.m. to 5 p.m. on Wed.

**Transportation Funding**

**Sources:** 5310, 5316, 5317  
SEAGO AAA

**No. of vehicles:** 3

**No. of vehicles under lien:**

**No. of Service Sites:** 3

**Annual Ridership:** 11,679

**Contact:**

Deborah Kroegel  
283 West 5th Street  
Safford, AZ 85546  
928-428-4653  
[seacapdk@qwestoffice.net](mailto:seacapdk@qwestoffice.net)

SEACAP’s transportation program covers a large area, and, aside from private vehicles, is the only transportation available. Because there are no taxis, or public transit systems available in these very rural areas, these services are vital to these communities.

In addition to ADOT funding, SEACAP receives financial support from the SEAGO Area Agency on Aging to provide transportation services to the elderly of the area.

Vans, which are ADA accessible, are utilized to provide services for congregate meal sites, doctor visits, renal units for dialysis treatment, grocery shopping, and paying bills. Transportation is also available to disabled students to attend the local community college. These services are provided free of charge, but a donation box is available for those clients who wish to contribute to the program.

The number of individuals participating in this transportation program in the Greenlee County area at this time consists of 79 clients. The vans servicing this area are 2006 Ford Maxi vans w/lift. Due to current funding restrictions, it is necessary to limit the number of hours of service.

SEACAP attends regular monthly coordination meetings and maintains a relationship with other regional agencies to address common transit concerns.

Unmet needs include additional vehicles and operating funds in support of elderly and disabled riders as well as those traveling to and from work sites.



# SEACRS ORE PROGRAM

## At a glance

**General Services:**

Transportation services include trips to scheduled medical appointments, food or shelter needs, pre-employment assistance, and program-sponsored outing and activities.

**Applicant Status:**

Private/nonprofit organization

**Primary Service Area:**

A 15-mile radius in the Gila Valley including the Pima, Thatcher, Safford, Artesia, and Solomon communities.

**Service Days/Hours:**

Monday, Tuesday hours - 8 a.m. to 3:30 p.m., Wednesday hours - 8 a.m. to 6:30 p.m., Thursday hours - 9 a.m. to 6:30 p.m., and Friday hours - 8 a.m. to 6:30 p.m. at the Wellness Center in Safford, AZ

**Transportation Funding Sources:**

5310

**No. of vehicles: 2**

**No. of vehicles under lien: 1**

**No. of service sites: 1**

**Annual Ridership: 6,600**

**Contact:**

616 South 5th Ave.  
Safford, AZ 85546  
928-428-1207

The Gila Valley Opportunity for Recovery Empowerment Program's (ORE) mission is to encourage citizens with mental health or substance abuse issues to develop recovery goals and achieve maximum individual wellness.

Southeastern Arizona Consumer Run Services, Inc. (SEACRS) is the only service provider to have a mobile outreach program that brings peer support recovery into communities. The Gila Valley ORE Program in Graham County has grown from a mobile outreach program, originating in Cochise County, into a standalone center providing service five days a week. The program has developed a loyal following among the many individuals that attend this program.

All staff members are PASS certified to provide transportation as part of their duties. In addition, SEACRS has a Certified PASS trainer who provides training to other transit/transportation providers in the area.

The ORE Program has worked to achieve strong communication between other area transportation providers by regular attendance at the Transit Coordination meetings. A verbal interagency agreement has been put into action for assistance when there is a need for an extra driver.

At this time, the agency's biggest challenge is servicing passengers in outlying areas. Staffing restraints sometimes leaves the program without a driver. All providers have limited day hours and no weekend hours.



Southeastern Arizona Behavioral  
Health Services, Inc.

## At a glance

### General Services:

SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites for clients of SEABHS.

**Applicant Status:** Private, nonprofit

**Primary Service Area:** Cochise, Graham/Greenlee, and Santa Cruz

**Transportation Funding Sources:**  
5310 and 5316

### Contact:

John Motowski  
Finance Director  
PO Box 2161  
Benson, AZ 85602  
Ph 520-586-0800  
Fax 520-586-9674

# SOUTHEASTERN ARIZONA BEHAVIORAL HEALTH SERVICES

Southeastern Arizona Behavioral Health Services, Inc. (SEABHS) is a not-for-profit, community mental health and substance abuse prevention and treatment agency. SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites to clients of SEABHS, and to clients referred by the Arizona Department of Economic Security (DES) and agencies that operate Pathways from Poverty programs. Vehicles are used to transport workers with disabilities and their equipment to and from job sites. In addition to helping clients obtain jobs in the traditional marketplace, SEABHS developed two business lines that provide landscape services and janitorial services where clients may receive specific skill development and job coaching while enjoying the benefits of employment.

**SEABHS PREVENTION LOCATIONS:** **Safford Comm Development/ Prevention**, 1615 S. 1st Avenue. Safford, AZ 85546, **Phone:** (928) 428-6051, **Fax:** (928) 428-0788, **Sierra Vista Comm Development/Prevention**, 4755 Campus Drive. Sierra Vista, AZ 85635, **Phone:** (520) 459-6377, **Fax:** (520) 458-0237,

**SEABHS SERVICE LOCATIONS:** **Benson Outpatient**, 590 S. Ocotillo Ave, P.O. Box 2161, Benson, AZ 85602, **Phone:** (520)586-7080, **Fax:** (520) 586-3163, **Clifton Outpatient**, 430 Coronado Blvd., Clifton, AZ 85533, **Phone:** (928) 865-4531, **Fax:** (520) 865-4821, **Nogales Outpatient 441**, N. Grand Ave., Suite#9 Nogales, Arizona 85621, **Phone:** (520) 287-9816, **Safford Outpatient**, 1615 S. 1st Avenue. , P.O. Box 956, Safford, AZ 85548, **Phone:** (928) 428-4550, **Fax:** (928) 428-4588, **Sierra Vista Outpatient**, 4755 Campus Drive., Sierra Vista, AZ 85635, **Phone:** (520) 458-3932, **Fax:** (520) 458-3585, **Willcox Outpatient**, 404 Rex Allen Drive, Willcox, AZ 85643, **Phone:** (520)384-2521, **Fax:** (520) 384-0543,

**SEABHS PHF PROGRAM LOCATIONS:** **Psychiatric Health Facility**, 470 S. Ocotillo Ave., P.O. Box 1296, Benson, AZ 85602, **Phone:** (520) 586-7737, **Fax:** (520) 586-7939, **Partial Care Program/ Housing**, 732 4th Street, Benson, AZ 85602, **Phone:** (520) 586-3850, **Fax:** (520) 586-3873

## Greenlee County



### Greenlee County Demographic Data

Greenlee County is located in eastern Arizona bordering New Mexico. The county is 120 miles long and 20 miles wide, covers approximately 1,847 square miles and is sparsely populated with approximately 8,400 residents.

Clifton, the county seat, has a 2010 population of 3,311. The 2010 population of Duncan is 696 and Morenci is 2,941. The majority of the land in the county is owned by the U. S. Forest Service, Bureau of Land Management, or the state of Arizona. Individual or corporate lands account for around 20 percent of land ownership. The topography in the southern and central parts of the county consists of desert terrain bisected by river valleys. Further north, the county is mountainous and forested. Mining has been important to Greenlee County since the 1800s and continues to be the dominant part of the economy, focused around the Freeport-McMoRan Copper & Gold Inc. (formerly Phelps Dodge) mine in Morenci.

### Greenlee County

**1,847 square miles**  
**8,437 population**  
**4.6 people per square mile**

**77.2 % White**  
**47.9 % Hispanic or Latino origin**

**33.6 –Median age**  
**10.2 % aged 65 or over**  
**9.9 % of the overall population with a disability (source: Arizona Department of Health Services)**

**10.9 % living below poverty level**  
**22 % speak a second language 5+ years**

Source: Find the Data

Easter Seals Blake Foundation, in Safford, provides Mobility Management services to both Graham and Greenlee Counties.

## Greenlee County Transportation Providers

Greenlee County, in partnership with Graham County providers, has a very active Human Services Transit/Transportation Coordination Group that meets monthly and no less than quarterly. Easter Seals Blake Foundation receives Mobility Management funds to support the group and its activities. Meetings are the third Tuesday of each month at the Blake Foundation Café on Main Street in Safford from 10 a.m. to 12 p.m. There are nine organizations that operate transit/transportation services in the two county area and they are regular attendees at coordination meetings.

Local mobility management and coordination activities include meeting facilitation; dissemination of information from SEAGO, ADOT, and other organizations; vehicle inspection coordination; emergency preparedness; application reviews; and coordination plan updates.

Transit/transportation providers in this two-county area work well together to provide emergency backup drivers and vehicles to one another when needs arise.

Easter Seals Blake Foundation, SEACAP, and SEABHS provide limited transit/transportation services to Greenlee County. SEACAP provides the most comprehensive services in that it provides transportation for elderly and for workers who go between communities for appointments, shopping, and work. All three programs utilize 5310, 5316, and 5317 funding.

Like Graham County, there are several private and informal park-and-ride facilities located throughout the region. Most are used by employees of the Freeport-McMoRan mine who share rides to worksites around Morenci. The mine offers a shuttle service for some employees. Workers have also coordinated private carpools.





## At a glance

**General Services:**  
Easter Seals Blake Foundation serves disabled & disadvantaged individuals and their families throughout Southern Arizona.

**Applicant Status:**  
Private, nonprofit

**Primary Service Area:** All of Greenlee County and adjacent areas

**Service Days / Hours:**  
24 hours / 7 days / 365 days

**Transportation Funding Sources:** 5310, 5311, 5317

**No. of vehicles:** 2

**No. of vehicles on lien:** 0

**No. of service sites:** 2

**Annual Ridership:** 37,368

**Providing Transportation Services since:** 1980

**Contact:**

Cheryl Wilson  
527 Main St.  
Safford, AZ 85547  
928-428-5990  
Fax: 928-428-0127  
[cwilson@blakefoundation.org](mailto:cwilson@blakefoundation.org)  
[www.blakefoundation.easterseals.com](http://www.blakefoundation.easterseals.com)

## BLAKE FOUNDATION SAGE Program Greenlee County

The Blake Foundation's SAGE Division provides residential, employment, and day program services for individuals with developmental disabilities. SAGE provides programs to enable individuals with mental health, physical, and/or intellectual disabilities to reach their maximum potential for independence.

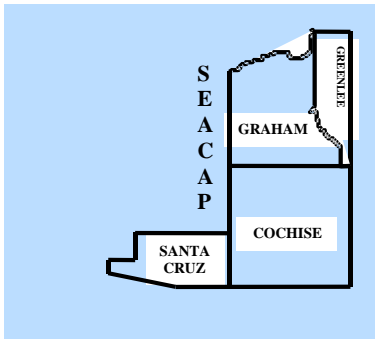
SAGE provides transportation to and from day programs, residential programs, and individual homes. Transportation schedules are based on the need of each individual and therefore, primarily "on demand." In addition to daily errand-related rides, clients are also driven to social and recreational locations. Transportation is also available for vacation use, visits to family, and other group excursions to various cultural, historic and tourist sites both within and outside of Arizona.

As Mobility Manager for the region, Blake Foundation SAGE is the host for each of the monthly coordination meetings in the Graham-Greenlee region, and has Mutual Aid Agreements with Graham and Greenlee Counties.

Blake Foundation provides back up drivers and vehicles to area transit/transportation providers when emergency needs arise.

Identified, unmet needs include two five-passenger mini vans with ramps to replace existing vehicles, and operation funding for existing transit programs.





# SEACAP GREENLEE COUNTY

Southeastern Arizona Community Action Program's (SEACAP) mission is, "To help families and/or individuals achieve economic sufficiency through family development and to ensure that those who require services are able to obtain necessary assistance while maintaining the highest degree of self-esteem."

## At a glance

### General Services:

This service provides transportation to elderly and/or disabled individuals or families living in Graham and Greenlee Counties.

### Applicant Status:

Private, Nonprofit

### Primary Service Area:

Graham and Greenlee Counties

### Service Days / Hours:

Clifton 9 to 2 p.m. M, T, Th, F

8 a.m. to 5 p.m. on Wed.

Safford - 8 a.m. to 12:30 p.m./ 1:30 p.m. to 5 p.m. M-F

Duncan 9:30 a.m. to 1:30 p.m. M,T, Th

8 a.m. to 5 p.m. on Wed.

### Transportation Funding Sources:

5310, 5316, 5317

SEAGO AAA

**No. of vehicles:** 3

**No. of vehicles under lien:** 1

**No. of Service Sites:** 3

**Annual Ridership:** 11,679

Contact:

Deborah Kroegel  
283 West 5th Street  
Safford, AZ 85546  
928-428-4653

[seacapdk@qwestoffice.net](mailto:seacapdk@qwestoffice.net)

SEACAP's transportation program covers a large area and, aside from private vehicles, is the only transportation available. Because there are no taxis, or public transit systems available in these very rural areas these services are vital to these communities.

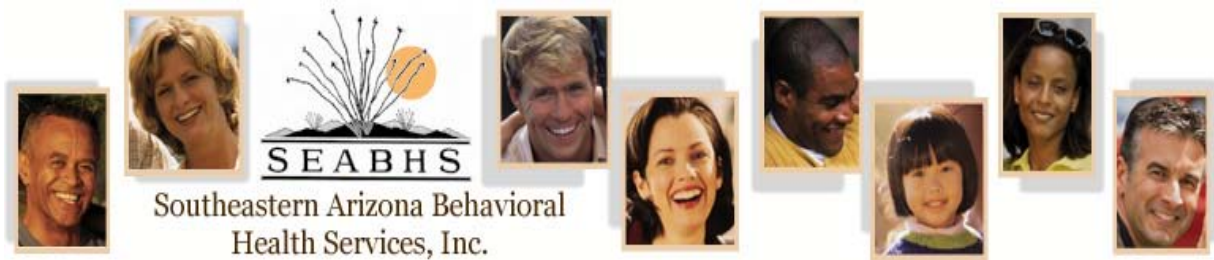
In addition to ADOT funding, SEACAP receives financial support from the SEAGO Area Agency on Aging to provide transportation services to the elderly of the area.

Vans, which are ADA accessible, are utilized to provide services for congregate meal sites, doctor visits, renal units for dialysis treatment, grocery shopping, and paying bills. Transportation is also available to disabled students to attend the local community college. These services are provided free of charge, but a donation box is available for those clients who wish to contribute to the program.

The number of individuals participating in this transportation program in the Greenlee County area at this time consists of 79 clients. The vans servicing these areas are 2006 Ford Maxi vans with lifts. Due to current funding restrictions, the number of hours of Greenlee service has been limited.

SEACAP attends regular monthly coordination meetings and maintains a relationship with other regional agencies to address common transportation issues.

Unmet needs include additional vehicles, and operating funds in support of elderly and disabled riders, as well as those traveling to and from work sites.



# SOUTHEASTERN ARIZONA BEHAVIORAL HEALTH SERVICES

**General Services:**

SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites for clients of SEABHS.

**Applicant Status:** Private, nonprofit

**Primary Service Area:** Cochise, Graham/Greenlee, and Santa Cruz

**Transportation Funding Sources:** 5310 and 5316

**Contact:**

John Motowski  
 Finance Director  
 PO Box 2161  
 Benson, AZ 85602  
 Ph 520-586-0800  
 Fax 520-586-9674

Southeastern Arizona Behavioral Health Services, Inc. (SEABHS) is a not-for-profit community mental health and substance abuse prevention and treatment agency. SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites to clients of SEABHS and to clients referred by the Arizona Department of Economic Security (DES) and agencies that operate Pathways from Poverty programs. Vehicles are used to transport workers with disabilities and their equipment to and from job sites. In addition to helping clients obtain jobs in the traditional marketplace, SEABHS developed two business lines that provide landscape services and janitorial services where clients may receive specific skill development and job coaching while enjoying the benefits of employment.

**SEABHS PREVENTION LOCATIONS:** **Safford Comm Development/ Prevention**, 1615 S. 1st Avenue. Safford, AZ 85546, **Phone:** (928) 428-6051, **Fax:** (928) 428-0788, **Sierra Vista Comm Development/Prevention**, 4755 Campus Drive. Sierra Vista, AZ 85635, **Phone:** (520) 459-6377, **Fax:** (520) 458-0237,

**SEABHS SERVICE LOCATIONS:** **Benson Outpatient**, 590 S. Ocotillo Ave, P.O. Box 2161, Benson, AZ 85602, **Phone:** (520)586-7080, **Fax:** (520) 586-3163, **Clifton Outpatient**, 430 Coronado Blvd., Clifton, AZ 85533, **Phone:** (928) 865-4531, **Fax:** (520) 865-4821, **Nogales Outpatient 441**, N. Grand Ave., Suite#9 Nogales, Arizona 85621, **Phone:** (520) 287-9816, **Safford Outpatient**, 1615 S. 1st. Avenue. , P.O. Box 956, Safford, AZ 85548, **Phone:** (928) 428-4550, **Fax:** (928) 428-4588, **Sierra Vista Outpatient**, 4755 Campus Drive., Sierra Vista, AZ 85635, **Phone:** (520) 458-3932, **Fax:** (520) 458-3585, **Willcox Outpatient**, 404 Rex Allen Drive, Willcox, AZ 85643, **Phone:** (520)384-2521, **Fax:** (520) 384-0543,

**SEABHS PHF PROGRAM LOCATIONS:** **Psychiatric Health Facility**, 470 S. Ocotillo Ave., P.O. Box 1296, Benson, AZ 85602, **Phone:** (520) 586-7737, **Fax:** (520) 586-7939, **Partial Care Program/ Housing**, 732 4th Street, Benson, AZ 85602, **Phone:** (520) 586-3850, **Fax:** (520) 586-3873

## Cochise County



### Cochise County Demographics

**Cochise County** is located in the southeastern corner of the State of Arizona. The population was 131,346 at the 2010 Census. The county seat is Bisbee.

At 6,169 square miles, the county is the size of Connecticut and Rhode Island combined.

Cochise County is the most populated of the SEAGO region counties, and is located along the border with Mexico. It is home to both the Douglas Port of Entry and the Naco Port of Entry. There also are two major Border Patrol stations located in the county – one outside Douglas, and one outside Bisbee.

Incorporated towns include Benson, Bisbee, Douglas, Sierra Vista, Tombstone, Willcox, and Huachuca City.

There are 40 unincorporated areas, villages, or communities located throughout the county.

Ft. Huachuca is located in Sierra Vista, and is an active Army base and training facility.

The county is divided by three major mountain ranges that run north/south across the county. These ranges limit direct access between communities, and create greater travel distances from one area of the county to the next.

### Cochise County

**6,169 square miles**  
**131,346 population**  
**21.3 people per square mile**

**78.5 % White**  
**32.4 % Hispanic or Latino origin**

**39 – Median age**  
**17.8 % aged 65 or older**  
**20.9 % of the overall population with a disability (source: Cochise College Center for Economic Research)**

**16.2 % living below poverty level**  
**27.4 % speak a second language 5+ years**

Source: Find the Data

## Cochise County Transportation Providers

As of 2012, Cochise County is the only county in the SEAGO region that has public transit funded by the ADOT/FTA 5311 program. The City of Bisbee, The City of Benson, the City of Sierra Vista, and the City of Douglas each operate a deviated fixed route system. The cities of Benson, Sierra Vista, and Douglas operate para-transit programs in conjunction with their fixed route systems.

In addition to the 5311 providers, there are a number of private for- and nonprofit organizations that provide transportation services to the area using 5310, 5316, & 5317 funding. The Town of Huachuca City provides intercity service to Sierra Vista, primarily to seniors. Most provide transportation for their clients and several have local agreements with other organizations to provide back-up vehicles, drivers, and support in case of urgent need or emergency.

Cochise County does not have a local Mobility Manager. Presently, SEAGO acts in that capacity. The public transit and private transportation providers have a very active Human Services Transit/Transportation Coordination Group that has scheduled monthly meetings. Meetings are held the second Thursday of the month on at least a quarterly basis at the Sierra Vista Public Works meeting room from 10 a.m. until 12 p.m. On average, 15 organizations are represented, including city and county governments, nonprofit organizations, and a livery business.

Local coordination activities include organizational updates and the reporting of transportation system efforts; dissemination of information from SEAGO, ADOT, and other organizations; vehicle inspection coordination; application reviews; and coordination plan updates. In 2012, this group will focus on developing an IGA with the County for Mutual Aid in cases of emergency.

The City of Sierra Vista provides maintenance and repair services to any vehicle under lien by ADOT. This includes warranty work and wheelchair lift repair. Organizations who own vehicles under lien may schedule appointments on a first-come, first served basis. Sierra Vista also provides the majority of driver training opportunities throughout the year and invites any Coordination Group organization to send their drivers to receive required training.

Areas not presently served by any ADOT/FTA-supported transportation include Whetstone, Tombstone, Elfrida, McNeal, Sunsites, Sunizona, the Cochise Stronghold area, and Portal. There are a number of shuttle vans that operate between Douglas and Tucson/Phoenix, and also from Sierra Vista to the Tucson/Phoenix area. These operators may be called upon to provide transportation on a fee-per-ride basis for clients and citizens needing to go outside the SEAGO region from Cochise County.



## At a glance

**General Services:**

A deviated, fixed route transit program as well as para-transit services to residents of Benson and the nearby area.

**Applicant Status:**

Local Government

**Primary Service Area:**

Benson and nearby unincorporated areas of Cochise County

**Service Days / Hours:**

Monday through Friday  
7 a.m. until 5:00 p.m.

**Transportation Funding**

**Sources:** 5311, 5316, and 5317  
SEAGO AAA

**No. of vehicles:** 2

**No. of vehicles under lien:** 1

**Number of Service Sites:** 1

**Annual Ridership:** 6,750

**Providing transportation services since:**

2010

**Contact:**

Glenn Nichols  
120 West 6th Street  
Benson, AZ 85602  
520-586-2245  
520-729-6329  
[ghnichols@cityofbenison.com](mailto:ghnichols@cityofbenison.com)  
[www.cityofbenison.com](http://www.cityofbenison.com)

## THE CITY OF BENSON

The City of Benson began delivering 5311 transit services in October 2010. Using a fixed route, with the ability to deviate, the transit program provides riders with a reliable schedule as well as para-transit service through a dial-a-ride program that serves elderly and disabled riders who do not live near the fixed route stops.

Benson is located in Cochise County, and serves the City of Benson as well as nearby neighborhoods just outside the city limits. Fares and schedules are available by contacting the Transit Manager.

The program utilizes 5311 funds for its fixed route service. In addition, the para-transit service uses 5317 funds to aid its riders by going above and beyond the ADA requirements in making transportation accessible.

In addition, the program utilizes 5316 funds in collaboration with vocational programs provided by DES and other human service organizations in the area.

The program also uses funding from the SEAGO Area Agency on Aging in support of its elderly riders.

The City of Benson has participated in coordination efforts identified through monthly coordination meetings. They utilize the City of Sierra Vista's driver training opportunities as well as mechanics certified in lift repair. Benson also coordinates with local service providers to fill gaps in transportation services where appropriate and possible.

Identified unmet needs include additional operating funds to continue maintaining service to the residents of Benson and surrounding areas. The loss of LTAF II funding severely limits the ability of the City to match federal funds.



## At a glance

**General Services:**

The Bisbee Bus Program is a deviated, fixed route transit program serving the community of Bisbee with intercity service to Naco, Arizona.

**Applicant Status:**

Local Government

**Transportation Funding**

**Sources:** 5311, 5317  
SEAGO AAA

**Primary Service Area:**

Old Bisbee, Warren, San Jose, and Naco area neighborhoods.

**Service Days / Hours:**

Monday through Friday  
6 a.m. until 6:15 p.m.  
Saturdays  
9 a.m. until 3:30 p.m.

**No. of vehicles:** 3

**No. of vehicles under lien:** 3

**No. of service sites:** 1

**Providing transportation services since :** 1997

**Annual Ridership:** 23,563

**Contact:**

Lisa Marra  
City of Bisbee  
118 Arizona Street  
Bisbee, AZ 85603  
520-432-6016  
Fax:520-432-6272  
[lmarra@cityofbisbee.com](mailto:lmarra@cityofbisbee.com)  
[www.cityofbisbee.com](http://www.cityofbisbee.com)

## THE CITY OF BISBEE BISBEE BUS

The mission of the City of Bisbee Transit Program is to oversee transit services that benefit the residents of the City of Bisbee and the surrounding area. Its mission also includes providing safe, reliable, and affordable transportation service that is cost-effective, reduces energy consumption and contributes to the culture and economic betterment of the residents of Bisbee and the surrounding area.

The Bisbee Bus Program is a deviated, fixed route transit program serving the community of Bisbee with intercity service to Naco, Arizona. It operates six days a week. Riders can request deviations from the route and, with 24 hours notice, can be picked up and dropped off within a mile of the regular route.

The City of Bisbee has contracted with Catholic Community Services to run the day-to-day operations of the Bisbee Transit Program. The program uses 5311 funds for its fixed route service and 5317 to support services that are above and beyond the ADA requirements to the elderly and disabled. Additional support to elderly riders is received from the SEAGO Area Agency on Aging.

Bisbee Bus staff and operators meet quarterly with their Transportation Advisory Council and monthly with the Cochise County Transit/Transportation Coordination group. They utilize the maintenance and repair services offered by Cochise County and the City of Sierra Vista. They also coordinate with Douglas Rides to share vehicles and drivers when necessary.

Identified unmet needs include operating funds to continue the existing transit program that serves elderly and disabled riders with reduced cost passes for service between Naco and Bisbee. The loss of LTAF II funding is a critical loss in matching funds for federal transit programs.





## At a glance

**General Services:**

Horizon Human Services is a non-profit 501(c)(3) behavioral health agency licensed by the State of Arizona to provide an array of outpatient and residential services

**Applicant Status:**

Private, Nonprofit

**Primary Service Area:**

Sierra Vista and Huachuca City

**Service Days / Hours:**

Monday - Friday 7 a.m. to 4 p.m.

**Transportation Funding**

Sources: 5310

**No. of vehicles:** 4 / Sierra Vista

**No. of vehicles on lien:** 0

**No. of vehicles:** 3 / Nogales

**No. of vehicles on lien:** 1

**No. of service sites:** 6 total

**Providing service since:**

1981

**Annual Ridership:** 16,500

**Contact:**

Marsha Ashcroft

210 E. Cottonwood

Casa Grande, AZ 85122

520 836-1688

[mashcroft@horizonhumanservices.org](mailto:mashcroft@horizonhumanservices.org)

# HORIZON HUMAN SERVICES

Horizon Human Services is a non-profit 501(c)(3) behavioral health agency licensed by the State of Arizona to provide an array of outpatient and residential services in Pinal, Gila, and Yuma Counties. Rehabilitation services in the counties of Cochise, La Paz, Maricopa, and Santa Cruz are also provided. The agency has been in operation for over 30 years providing quality behavioral health services in the identified geographical service areas.

Services offered at Horizon include outpatient; general mental health counseling for adults and children; intensive outpatient treatment for substance abuse related issues for adults and children; outpatient psychiatric and medication monitoring services for adults and children; serious mental illness (SMI) rehabilitation programs; SMI residential facilities, substance abuse residential treatment program; transitional housing; and a domestic violence safe home.

Unmet needs include two replacement vehicles: a cutaway van and a mini-van to be used to transport individuals enrolled in the agency's Day Treatment Program in Sierra Vista.

Also needed is a seven-passenger minivan to be used to transport individuals in the agency's Day Treatment program in Nogales.



## At a glance

**General Services:**

Vista Transit provides fixed route and para-transit service within the city limits of Sierra Vista and on Fort Huachuca.

**Applicant Status:**

Local Government

**Primary Service Area:**

City of Sierra Vista / Fort Huachuca

**Service Days / Hours:**

Monday through Friday  
7 a.m. to 6 p.m.

Saturdays 10:30 a.m. to 6 p.m.

**Transportation Funding**

**Sources:** 5311

**No. of vehicles:** 13

**No. of vehicles on lien:** 8

**No. of service sites:** 1

**Operating since 1997**

**Annual Ridership:** 186,242

**Contact:**

Ryan Kooi

Transportation Superintendent

City of Sierra Vista

Sierra Vista, AZ 85635

520-458-5775

[Ryan.Kooi@sierravistaaz.gov](mailto:Ryan.Kooi@sierravistaaz.gov)

# THE CITY OF SIERRA VISTA VISTA TRANSIT

Located in Cochise County, Sierra Vista is the area's largest city with nearly 50,000 residents and is adjacent to the Fort Huachuca Army Base. The goal of Vista Transit is to provide the safest, most efficient, and reliable transportation service in the industry.

Supported with 5311 program funds and City General Funds, the program operates eight routes in the City of Sierra Vista to Fort Huachuca. Services operate six days a week and utilize a fleet of 13 vehicles. All routes converge on the central transit station located on Willcox Drive, where passengers can transfer to other routes.

The City of Sierra Vista is a significant participant in the monthly Cochise County Coordination meetings. They host the meetings in their facilities, provide training to regional transit/transportation providers, and provide intergovernmental agreements to cities and organizations that wish to utilize their maintenance and repair facilities.

Identified unmet needs include adding a fixed route service south to the Canyon de Flores subdivision, east to Chaparral subdivision and Southwest to 7<sup>th</sup> Street and Buffalo Soldier Trail; adding daily service to and from Fort Huachuca; and adding a half-hour service to North and South Routes 7 a.m. to 10 a.m. and 3 p.m. to 6 p.m.

The loss of LTAF II funding places a significant burden on the City in terms of its matching funds for federal transit programs.





## At a glance

**General Services:**

Transportation services for agency clients who are developmentally disabled.

**Applicant Status:**

Private, nonprofit

**Primary Service Area:**

Bisbee, Cochise County, and Southeastern Arizona.

**Service Days / Hours:**

356 days a year / 24 hours a day for clients

**Transportation Funding**

Sources: 5310, 5316

No. of vehicles: 8

No. of vehicles under lien: 5

No. of Service Sites: 14

**Providing transportation**

services since: 1962

Annual Ridership: 28,000

**Contact:**

Luis Ruiz  
P.O. Drawer AM  
1556 Naco Hwy  
Bisbee, AZ 85603  
520-432-5771  
Fax: 520-432-5947  
[lruiz@ccahbisbee.org](mailto:lruiz@ccahbisbee.org)  
[www.ccahbisbee.org](http://www.ccahbisbee.org)

# COCHISE COUNTY ASSOCIATION FOR THE HANDICAPPED

The mission of the Cochise County Association for the Handicapped (CCAHA) is to ensure the provision of accessible, high quality, cost effective, community based, and consumer directed residential and vocational programs that meet the needs of people with disabilities.

Located in Bisbee, which is in Cochise County, the organization uses transportation funds to support a vocational program and the travel needs of its clients on a daily basis.

Vocational transportation services include a grounds maintenance contract with Ft. Huachuca Army base. Employees and consumers travel daily to and from their work on post using vehicles purchased and supported under the 5310 and 5316 programs.

Specialized transportation allows consumers to attend medical appointments locally, as well as in Tucson and Phoenix. Consumers use transportation services for school, community access, and any related travel that is required by the service agreement and person's choice. Transportation is available 24 hours a day, 365 days a year.

CCAHA coordinates and supports other local transportation providers by assisting them with their transportation needs, including training. The Copper Queen Community Hospital, SEABHS, Women's Transition Project, other DDD and RSA providers, and the City of Bisbee have all realized support from CCAHA.

Identified unmet needs include a mini van with ramp and a lift-equipped maxi van, as well as two quad cab pick-ups for the grounds keeping jobs at Ft Huachuca and janitorial contracts with Border Patrol.



# DOUGLAS ARC

## At a glance

**General Services:**

Providing transportation to individuals with developmental disabilities.

**Applicant Status:**

Private, nonprofit

**Primary Service Areas:**

Douglas, Bisbee, Double Adobe, McNeal & Elfrida

**Service Days / Hours:**

365 days a year / 24 hours a day for agency clients

**Transportation Funding**

**Sources:** 5310, 5316, 5317

**No. of vehicles:** 9

**No. of vehicles under lien:** 6

**No. of service sites:** 1

**Providing transportation**

**services since:** 1958

**Annual Ridership:** 36,495

**Contact:**

Gary Clark, Exe. Dir.  
Alt. Contact: John Vaughn  
P.O. Box 252  
Douglas, AZ 85608  
520-364-7473  
Fax: 520-364-2236  
[douglasarc@theriver.com](mailto:douglasarc@theriver.com)  
[www.douglasarc.org](http://www.douglasarc.org)

Located in Douglas, a rural community located in Southeastern Cochise County, Douglas ARC has been servicing the community for the past 46 years. Douglas ARC's mission is to support and involve citizens in the community with developmental disabilities. With the variety of programs participants are guided in their efforts to learn, work, and live without undue restrictions while maintaining their safety and dignity.

With a highly trained staff, participants are guided in daily living activities. Douglas ARC has woven its transportation services into a trans-disciplinary approach with its clients. Using 5310 funds to purchase vehicles and 5316 funds in support of its vocational program, Douglas ARC is able to provide a wide variety of services to consumers. Transportation is provided to appointments, medical care, shopping, and recreational outings. These services utilize the 5317 program, and provide transportation assistance above and beyond the ADA requirements.

In addition, a vocational program allows consumers to participate in meaningful employment opportunities. Staff transports participants to and from workplaces using 5316 funds to support the program.

Douglas ARC participates regularly in Transit/Transportation Coordination meetings. Jointly, they are able to address transportation gaps and creative means of cost reduction. They also are able to consolidate training programs, vehicle maintenance and repair. They also work closely with local transit providers when Douglas ARC services can compliment other agency services.

Identified unmet needs include a maxi van w/lift that will be needed to replace our 2006 maxi van. They also need a mini-van to transport people to jobs in the meals on wheels program. These vans are usually six years old, which means maintenance costs are quite high. Under the 5317 program they also need of operating funding for the Elfrida route.



## At a glance

**General Services:**

Provides trips into Sierra Vista for medical appointments, and shopping for the elderly and low-income citizens and those with disabilities.

**Applicant Status:**

Local Government

**Primary Service Area:**

Huachuca City with service to Sierra Vista

**Service Days / Hours:**

Monday through Friday  
6 ½ to 7 hours daily

**Transportation Funding**

Sources: 5310, 5317

**No. of vehicles:** 2

**No. of vehicles under lien:** 1

**Number of Service Sites:** 1

**Providing transportation**

**Services since: 2004**

**Annual Ridership:** 1,140

**Contact:**

Mary Van Slyke

Louie Valdez

500 N. Gonzales Blvd.

Huachuca City, AZ 85616

520-456-1354

[admin@huachucacity.org](mailto:admin@huachucacity.org)

[lvaldez@huachucacity.org](mailto:lvaldez@huachucacity.org)

# HUACHUCA CITY

With a population of just under 1,853, Huachuca City is located approximately 10 miles from Sierra Vista and Ft. Huachuca. Over 51 percent of the town's residents are elderly and/or disabled individuals who have no means of transportation other than those means provided by the Town of Huachuca City.

While transportation services are provided primarily to the elderly and disabled, low-income residents are invited to use the service as well. The program provides regular trips to Sierra Vista for grocery and general shopping, medical appointments, and connections to the Vista Transit program. The program also transports riders to the City Senior Center for daily meals and activities.

Drivers are generally trained volunteers and administrative and operations staff often hold other job titles within the City.

Using 5310 funds for vehicle acquisition and 5317 funds to support operations above and beyond the ADA requirements, the Huachuca City transportation program is a much utilized program with significant growth potential.

Identified unmet needs include operational funds for the fiscal year.



## At a glance

**General Services:**

Mary's Mission is a residential treatment facility for male and female adolescents with mental and emotional disabilities.

**Applicant Status:**

Private/ Nonprofit

**Primary Service Area:**

Graham, Greenlee, Santa Cruz, and Cochise Counties

**Service Days/Hours:**

Twice daily, five days a week during the school year and sometimes in the summer season

**Transportation Funding**

Sources: 5310

No. of vehicles: 3

No. of vehicles under lien: 1

No. of service sites: 1

Providing service since: 1997

Annual ridership: 24,000

**Contact:**

Art Barcelo Director

Alicia Lewis

345 Taylor St.

Sierra Vista, AZ 85635

(520)-417-2115

520-266-2658

[abarcelo@marys-mission.com](mailto:abarcelo@marys-mission.com)

[lealicia@msn.com](mailto:lealicia@msn.com)

[www.marys-mission.net](http://www.marys-mission.net)

# MARY'S MISSION

Mary's Mission provides therapeutic treatment to children who are mentally and emotionally disabled. Transportation is provided to clients for schooling, medical appointments, and recreational activities.

Regular service includes stops at area schools including Buena High School, Berean Academy, Sierra Summit Academy, and Cochise College, with transportation to each school at least twice a day, five days a week during the school year, and occasionally in the summer. Some medical appointments, outings and client transportation take clients as far as Tucson, Phoenix and occasionally, Southern New Mexico. Recreational outings take clients to Bisbee, Tombstone, Elgin, Tucson, and Phoenix, mostly in the summer, but sometimes on weekend days. Client transportation to and from placement agencies throughout Arizona and New Mexico averages twice a month. There is no fee charged to clients for these services.

Staff from Mary's Mission have been regular participants in the Cochise County transit meetings. Discussions regarding cost saving measures, coordination of services, and means to better serve all clients prove valuable.

Identified unmet needs include an additional 12-passenger van.



## At a glance

**General Services:**

NCCH is a comprehensive healthcare system that serves Northern Cochise County, as well as Southern Graham County in Southeast Arizona.

**Applicant Status:**

Private/Nonprofit

**Service Days / Hours:**

Monday—Friday  
7 a.m. until 3 p.m.

**Primary Service Areas:**

Cochise County service area covers Willcox area north to the county line, South to Sunsites / Pearce, West to Cochise and East to Bowie/San Simon

**Transportation Funding**

**Sources:** 5310, 5317  
SEAGO AAA

**No. of vehicles:** 4

**No. of vehicles under lien:** 1

**Number of Service Sites:** 1

**Providing transportation services since:** 2009

**Annual Ridership:** 6,432

**Contact:**

Lil Reed  
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Willcox, AZ 85643  
520-384-3541 ext. 228  
Fax: 520-384-4553  
[lreed@ncch.com](mailto:lreed@ncch.com)

# NORTHERN COCHISE COMMUNITY HOSPITAL, INC.

Northern Cochise Community Hospital is comprised of Northern Cochise Nursing Home, Sulphur Springs Medical Center, and Sunsites Medical Center. Their mission is to provide for the healthcare needs of the greater Willcox community and Southeastern Arizona. Their vision is to be the community's first choice in health care provision, and their progressive outlook can be seen in the personal care that patients receive.

NCCH, in conjunction with the City of Willcox, has opened a senior learning center and the hospital has a senior behavioral health clinic. With the addition of these programs, it is clear that transportation services will need to be augmented. The Hospital receives funding from the SEAGO Area Agency on Aging for transportation needs of the elderly.

Transportation is provided on a demand-response basis. No fares are charged; however, donations are accepted. The program operates Monday through Friday from 7 a.m. until 3 p.m.

NCCH staff participates in monthly Cochise County Transit Coordination meetings. They coordinate with Graham, Greenlee, and other Cochise County providers to assure senior and disabled riders are able to get to their destinations in these rural areas. NCCH utilizes driver training programs available through other agencies, as well.

Identified unmet needs are operating expenses for the upcoming year.



**At a glance**

**General Services:**  
 SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites for clients of SEABHS.

**Applicant Status:** Private, Nonprofit

**Primary Service Area:** Cochise, Graham/Greenlee, and Santa Cruz

**Transportation Funding Sources:**  
 5310 and 5316

**Contact:**  
 John Motowski  
 Finance Director  
 PO Box 2161  
 Benson, AZ 85602  
 Ph: 520-586-0800  
 Fax: 520-586-9674

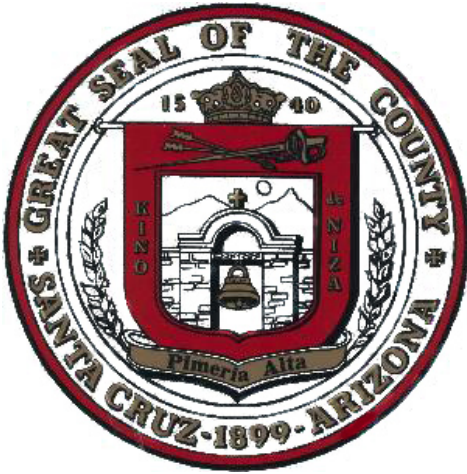
# SOUTHEASTERN ARIZONA BEHAVIORAL HEALTH SERVICES

Southeastern Arizona Behavioral Health Services, Inc. (SEABHS) is a not-for-profit community mental health and substance abuse prevention and treatment agency. SEABHS Vocational Services provides job development and placement, pre-vocational services, post employment support, as well as job coaching and transportation to and from job sites to clients of SEABHS, and to clients referred by the Arizona Department of Economic Security (DES) and agencies that operate Pathways from Poverty programs. Vehicles are used to transport workers with disabilities and their equipment to and from job sites. In addition to helping clients obtain jobs in the traditional marketplace, SEABHS developed two business lines that provide landscape services and janitorial services where clients may receive specific skill development, and job coaching, while enjoying the benefits of employment.

**SEABHS PREVENTION LOCATIONS:** **Safford Comm Development/ Prevention**, 1615 S. 1st Avenue. Safford, AZ 85546, **Phone:** (928) 428-6051, **Fax:** (928) 428-0788, **Sierra Vista Comm Development/Prevention**, 4755 Campus Drive. Sierra Vista, AZ 85635, **Phone:** (520) 459-6377, **Fax:** (520) 458-0237,  
**SEABHS SERVICE LOCATIONS:** **Benson Outpatient**, 590 S. Ocotillo Ave, P.O. Box 2161, Benson, AZ 85602, **Phone:** (520)586-7080, **Fax:** (520) 586-3163, **Clifton Outpatient**, 430 Coronado Blvd., Clifton, AZ 85533, **Phone:** (928) 865-4531, **Fax:** (520) 865-4821, **Nogales Outpatient 441**, N. Grand Ave., Suite#9 Nogales, Arizona 85621, **Phone:** (520) 287-9816, **Safford Outpatient**, 1615 S. 1st. Avenue. , P.O. Box 956, Safford, AZ 85548, **Phone:** (928) 428-4550, **Fax:** (928) 428-4588, **Sierra Vista Outpatient**, 4755 Campus Drive., Sierra Vista, AZ 85635, **Phone:** (520) 458-3932, **Fax:** (520) 458-3585, **Willcox Outpatient**, 404 Rex Allen Drive, Willcox, AZ 85643, **Phone:** (520)384-2521, **Fax:** (520) 384-0543,  
**SEABHS PHF PROGRAM LOCATIONS:** Psychiatric Health Facility, 470 S. Ocotillo Ave., P.O. Box 1296, Benson, AZ 85602, **Phone:** (520) 586-7737, **Fax:** (520) 586-7939, **Partial Care Program/ Housing**, 732 4th Street, Benson, AZ 85602, **Phone:** (520) 586-3850, **Fax:** (520) 586-3873



## Santa Cruz County



Santa Cruz County is located the southernmost central part of Arizona, bordering Mexico with three ports of entry from Nogales, Sonora, Mexico. While one of the state's smallest counties, the Nogales/Santa Cruz County region is part of the Ambos Nogales urbanized area. This area is bi-national, with most of the region located in Sonora, Mexico, and a small piece extending into Arizona in Nogales and Santa Cruz County. The entire Ambos/Nogales area has a combined population of approximately 200,000 people.

### Santa Cruz County Demographic Data

Nogales had a population of 20,837 in the 2010 Census. Interstate Highway 19 terminates at the Mariposa Port of Entry to the south and Tucson to the north. The Mariposa Port of Entry is one of the 10 busiest cargo ports along the entire U.S.-Mexico border, providing Nogales with a lively economy.

Incorporated communities include Nogales and Patagonia. Unincorporated communities include Tubac, Tumacacori, and Rio Rico, along the I-19 corridor, Amado to the north, and Sonoita, Elgin, and Canelo in the eastern part of the County.

### Santa Cruz County Transportation Providers

The City of Nogales provides Mobility Management to the area and facilitates the Santa Cruz County Transit/Transportation Coordination Group. Meetings are the second Tuesday of each month at the City of Nogales Public Works meeting room from 2-4 p.m. Ten organizations regularly attend meetings, which are facilitated by the Mobility Manager for the area, Martha Sparling.

Local mobility management activities include meeting facilitation; dissemination of information from SEAGO, ADOT, and other organizations; vehicle inspection coordination; emergency preparedness; application reviews; and coordination plan updates.

### Santa Cruz County

**1,237 square miles**  
**47,420 population**  
**38.3 people per square mile**

**73.5 % White**  
**82.8 % Hispanic or Latino origin**

**31.8 – Median age**  
**13.9 % aged 65 or over**  
**10.7 % of the overall population with a disability (source: Arizona Department of Health Services)**  
**25 % living below poverty line**  
**78.4 % speak a second language 5+ years**

Source: Find the Data

There are no public transit providers funded under the 5311 ADOT/FTA program in Santa Cruz County. The City of Nogales operates a limited 5310 program, using a dial-a-ride or demand response system of service delivery.

The need for connections between major community activity centers and intercity service up the Interstate 19 corridor is frequently cited as a high priority need; however, community leaders continue to address the complexity of funding and management issues and no fixed route transit service has been developed.





## At a glance

**General Services:**

The City of Nogales operates **Nogales Rides**, a 5310 transportation program.

**Applicant Status:**

Local Government

**Primary Service Area:**

Within the city limits and 1/2 mile past city limits to the north.

**Service Days / Hours:**

8:30 a.m. until 4:30 p.m. on M, W, F and 8:30 a.m. to 12:30 p.m. on Tues. and Thurs.

**Transportation Funding**

**Sources:** 5310, 5316, 5317

**No. of vehicles:** 5

**No. of vehicles on lien:** 3

**No. of service sites:** 1

**Annual Ridership:** 5,200

**Providing Transportation**

**Services since:** 2007

**Contact:**

Mauricio A. Chavez, Grants Administrator

Alt. Contact: Martha Sparling  
777 North Grand Ave.

Nogales, AZ 85621

520-285-5757

Fax: 520-287-2230

[mchavez@nogalesaz.gov](mailto:mchavez@nogalesaz.gov)

[Msparling@cityofnogales.net](mailto:Msparling@cityofnogales.net)

## THE CITY OF NOGALES NOGALES RIDES

*Nogales Rides* provides clean, safe, reliable, and affordable transportation to the elderly and disabled population in the City of Nogales. The program places a high value on absolute integrity, competence, and diligence in the performance of its duties. *Nogales Rides* is committed to providing exceptional customer service, and speedy response times in their efforts to meet the needs of all the elderly and special needs clients in the community. There is no fee charged for these services, although a \$1.00 donation is encouraged.

The City of Nogales (*Nogales Rides*) is the only transit program that offers public curbside-to-curbside services within the City limits.

*Nogales Rides* coordinates with other agencies within the county whenever it is necessary to get clients to and from their destination. A *Nogales Rides* staff member serves as the Mobility Manager for the Santa Cruz transportation network. This additional contribution to coordination efforts benefits all county transportation groups by addressing service gaps and organizing training sessions among several agencies.

Identified unmet needs include operational funds to continue providing elderly, disabled, and low-income citizens with a quality transportation service. Needs also include funding for Mobility Management so that effective, collaborative efforts can be maintained among the transit agencies in the Santa Cruz region. LTAF II funding is essential to meet matching fund requirements. Without it, the City lacks the financial resources to maintain the transit/transportation program over time. The loss of this important funding source is destabilizing for transit at a time when more citizens are dependent on it.



# HORIZON HUMAN SERVICES

## At a glance

**General Services:**

Horizon Human Services is a non-profit 501(c)(3) behavioral health agency licensed by the State of Arizona to provide an array of outpatient and residential services

**Applicant Status:**

Private, Nonprofit

**Primary Service Area:**

Sierra Vista and Huachuca City

**Service Days / Hours:**

Monday - Friday 7 a.m. to 4 p.m.

**Transportation Funding**

Sources: 5310

**No. of vehicles:** 4 / Sierra Vista

**No. of vehicles on lien:** 0

**No. of vehicles:** 3 / Nogales

**No. of vehicles on lien:** 1

**No. of service sites:** 6 total

**Providing service since:**

1981

**Annual Ridership:** 16,500

**Contact:**

Marsha Ashcroft

210 E. Cottonwood

Casa Grande, AZ 85122

520 836-1688

[mashcroft@horizonhumanservices.org](mailto:mashcroft@horizonhumanservices.org)

Horizon Human Services is a non-profit 501(c)(3) behavioral health agency licensed by the State of Arizona to provide an array of outpatient and residential services in Pinal, Gila, and Yuma Counties. Rehabilitation services in the counties of Cochise, La Paz, Maricopa, and Santa Cruz are also provided. The agency has been in operation for over 30 years providing quality behavioral health services in the identified geographical service areas.

Services offered at Horizon include outpatient, general mental health counseling for adults and children; intensive outpatient treatment for substance abuse related issues for adults and children; outpatient psychiatric and medication monitoring services for adults and children; serious mental illness (SMI) rehabilitation programs; SMI residential facilities; substance abuse residential treatment program; transitional housing; and a domestic violence safe home.

Unmet needs include two replacement vehicles: a cutaway van and a mini-van to be used to transport individuals enrolled in the agency's Day Treatment Program in Sierra Vista.

Also needed, are a seven-passenger minivan to be used to transport individuals in the agency's Day Treatment program in Nogales.



## At a glance

**General Services:**

The Senior Citizens of Patagonia provides services to seniors (60+) and handicapped citizens.

**Applicant Status:**

Private, nonprofit

**Primary Service Area:**

Patagonia, Sonoita, Elgin, and Canelo

**Service Days / Hours:**

Monday through Friday  
8 a.m. to 7 p.m. and as needed  
when possible

**Transportation Funding**

**Sources:** 5310, 5317

**No. of vehicles:** 2

**No. of vehicles under lien:** 1

**No. of Service Sites:** 1

**Providing transportation**

**Services since:** 1992

**Annual Ridership:** 1,440

**Contact:**

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Patagonia, AZ 85621  
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# PATAGONIA SENIOR CITIZENS, INC

The Senior Citizens of Patagonia, Inc., is a 501(c)(3) nonprofit organization located in Patagonia, Arizona. The mission of the Senior Citizens of Patagonia, Inc., is to serve and support senior citizens and disabled persons of any age who live in the Patagonia, Sonoita, Elgin, and Canelo areas through assistance with transportation, nutrition, health, education, and social services. The Center provides a location for congregate meals and social events. The Center also administers grants for dental work.

The transit program has been in place since 1992, and is sustained by a volunteer transportation director, 12 volunteer drivers and one paid, part-time driver. The service area is defined by the northern, eastern, southern county lines, and by a north-south line running through mile marker 12 on Arizona highway 82. Clients are taken anywhere within a one hundred mile radius of Patagonia, excluding Mexico.

This transportation service is the only non-commercial option available to seniors and the medically disabled in this area. Most of the service is performed between 8:00 a.m. and 7 p.m., M-F. However, because volunteer drivers are the basis of their staffing, most transportation needs can be met with planning. Services are only limited by the ability to secure a volunteer driver.

Patagonia Senior Citizen staff members participate regularly in Transit Coordination meetings held in Nogales and fully appreciate the information shared at these gatherings in terms of cost savings and service enhancement.

Identified unmet needs include a seven-passenger minivan for their transit program. Unmet needs also include funding for the creation of a cost effective training program for volunteer drivers, as well as additional general operating funds.



## At a glance

**General Services:**

Congregate meals and transportation to those 60 and older and to the disabled of any age.

**Applicant Status:** Private/  
Nonprofit organization

**Primary Service Area:**

Nogales, Rio Rico, Patagonia, and Tubac

**Service Days / Hours:**

From 8 a.m. to 4 p.m. M-F

**Transportation Funding**

**Sources:** 5310

**Contact:**

125 East Madison St. #4  
Nogales, AZ 85621  
520-287-7422  
Consuelo Ramos  
Jesus Kataura  
[jkataura@qwestoffice.net](mailto:jkataura@qwestoffice.net)

# SANTA CRUZ COUNCIL ON AGING

Located in Nogales, Santa Cruz County, Arizona, the Santa Cruz Council on Aging (SCCOA) delivers services to the elderly, as well as to younger, physically disabled citizens. SCCOA provides congregate meals and transportation to citizens aged 60 and older, many of whom live in low-income, rural, and isolated circumstances. Home delivered meals are provided in some cases as well. SCCOA services are sometimes the only opportunities some of these citizens have for personal interaction, and provide valuable social benefits.

SCCOA receives funding from the SEAGO Area Agency on Aging to provide transportation services to the elderly.

Identified unmet needs include funding to create a salaried position for the driver from Tubac. Also needed is funding to enable expanded services to the Rio Rico area.



## At a glance

**General Services:**

Santa Cruz Training Programs, Inc. (SCTP) provides training, treatment, employment, early intervention (birth to three years), residential services and support for people with disabilities.

**Applicant Status:**

Private nonprofit

**Primary Service Area:**

Santa Cruz County

**Service Days/Hours:**

365 days a week, 24 hours a day for agency clients

**Transportation Funding**

**Sources:** 5310, 5316, 5317

**No. of vehicles:** 12

**No. of vehicles under lien:** 5

**No. of service Sites:** 1

**Providing transportation**

**service since:** 1968

**Annual Ridership:** 47,954

**Contact:**

Marina Galhouse, E.D.  
70 E. La Castellana Drive  
Nogales, AZ 85621  
520-287-2043, ext. 14  
Fax 520-287-4437  
[marina.galhouse@gmail.com](mailto:marina.galhouse@gmail.com)

# SANTA CRUZ TRAINING PROGRAM

The Mission of Santa Cruz Training Programs, Inc. (SCTP), working in partnership with others in the community, is to provide necessary training and support for people with disabilities. Clients develop a vision for their future as they learn to participate and contribute to their community. In SCTP program participants learn to exercise more control over their lives, to establish and maintain relationships, and to practice self-respect, acceptance, and personal safety.

Transportation is provided to clients through SCTP Employment Services, which delivers grounds keeping services through several local contracts. SCTP clients also prepare and serve food & pastries in SCTP's La Castellana Café. In addition, Café products are also distributed throughout the community. Transportation is also made available to residential clients to participate in recreational activities, and for doctor appointments and therapy as needed 24/7. The Day Treatment and Training for Adults program (DTTA) offers transportation for its clients to participate in activities during the week, such as trips to provide volunteer work or for physical and recreational purposes.

The majority of SCTP consumers are low-income, and many live outside the Nogales city limits (Rio Rico and Patagonia areas) and require transportation to their jobs and home again.

Santa Cruz Training Program is committed to participating in coordination efforts with other agencies in the Santa Cruz County region. Staff members regularly attend Transit Coordination meetings scheduled every month. SCTP also shares vehicles with other agencies when emergencies arise or when appointments or special events are scheduled.

Identified unmet needs include two mini vans with ramps, and operating funds for existing programs.

## SEAGO REGION PRIORITIES

As a result of coordination meetings, interviews, and discussions among transit/transportation providers, transit planners, and ADOT, SEAGO identified priorities in three categories: General, Population, and Provider. These are recorded in the most recent Human Services Transportation Coordination Plan.

### General Priorities

There are nine US states that have fewer square miles than the SEAGO region. Sierra Vista is the largest city in Cochise County with a population of 43,888. Nogales, in Santa Cruz County, is its largest city with 20,837. Safford is the largest town in Graham County with a population of nearly 10,000. Morenci and Clifton have a combined population of round 4,000 in Greenlee County. With a large geographical service area, and sparsely populated spaces that have a significant population of baby-boom generation and elderly people, transportation needs within the SEAGO region are significant.

Within the region there are four 5311, fixed route transit services. There is one each in Benson, Bisbee, Douglas, and Sierra Vista—all in Cochise County. There are no fixed route systems in Santa Cruz, Graham, or Greenlee Counties.

Within the 5300 Coordinated Mobility programs (5310, 5316, and 5317), the most often cited use of transportation is for health care, followed by access to shopping, appointments, and food/nutrition. Access to jobs and job training are most often used by consumers with developmental disabilities, and by those who are seeking rehabilitation services.

As funding resources become scarcer, funding priorities become more difficult. It is agreed that all transportation programs in the SEAGO region are important, valued, and essential to maintaining basic services and adding quality to the lives of riders who routinely depend on it. Continued funding of existing programs is a priority. New programs will be considered for recommendation only if they fill identified gaps in service.

The loss of state LTAF II funding for transit delivered a threatening blow to transit/transportation providers across the region. Applications for funding dropped by 30 percent as organizations struggled to determine where matching funds would come from.

With increasing costs of personal vehicle operations, ridership numbers are going up across the region. With rising pressures on both sides (reduced funding and increased ridership), municipalities and organizations providing transit and transportation services will see greater unmet needs and, ultimately, larger gaps in service provision.

Identifying efficiencies, potential for cost reductions, and opportunities for greater connectivity are priorities for the coming years in the SEAGO region. Without success in these areas, the region is at great risk of losing ground and ultimately losing essential transit/transportation services in the area.

Identified general priorities include:

1. Support the maintenance, capacity, and increased ridership of existing transit/transportation programs.
2. Support transit/transportation programs in building program efficiencies.
3. Support the development of Mobility Management on a county-wide, and regional, basis.
4. Support the development of new transit/transportation programs that fill gaps in service areas, or in meeting client needs, as identified by participants in the Coordination efforts.
5. Support the development of partnerships and collaborations between ADOT, local governments, local services providers, and transit/transportation providers in identifying potential for shared resources, increased purchasing power, cost reductions, and connectivity between transit/transportation services.
6. Advocate for sound and sustainable policy at the federal and state levels that support transit/transportation providers in reaching their stated goals and objectives.

## Population Priorities

**Special needs populations**—includes transportation needs for developmentally disabled, persons with physical disabilities, persons addressing mental health issues, persons needing life sustaining treatments, and the elderly.

Primary transportation needs for this population include:

- Health Care
- Food and Nutrition
- Jobs and Job Training
- Shopping, Social, and Recreational Activities

Gaps include operating funds for existing 5317 programs sufficient to meet demand. Additional efforts to coordinate with Area Agency on Aging, and with Health and Human Services agencies, are a priority.

**Low-income populations**—include transportation needs for those whose income is at, or below, 80 percent of area median income, and for those who are working with state and local agencies to meet sustainable income goals.

Primary transportation needs for this population include:

- Access to Jobs



Access to Job Training  
Health Care  
Food and Nutrition  
Shopping  
Connections to other communities

Gaps include operating funds for existing 5316 programs sufficient to meet demand. Additional efforts to coordinate with DES and other jobs focused agencies are a priority.

**Employers/Employees** – include persons seeking transit/transportation options for employers and employees getting to jobs, and job related activities.

Primary transportation needs for this population include:

Access to Jobs  
Access to Job Training  
Intercity services

Gaps include intercity connections. Additional efforts to coordinate with major employers are a priority.

**General Public**—includes all other persons requesting transportation services.

Primary transportation needs for this population include:

Access to Jobs  
Access to Health and Human Services  
Access to Education  
Shopping  
Connections to other communities  
Social

Gaps include fixed route service in Nogales, Safford, and Willcox, and connector services between communities. Additional efforts to coordinate intercity route possibilities with 5311 providers are a priority.

## Provider Priorities

### Priority #1 Communications

- Sharing administrative resources including policies, procedures, and best practices;
- Centralized mobility management that includes ride management and dispatch for inter-city and inter-agency riders;
- Mobility Management for Cochise County;
- Continued support of existing Mobility Management in Santa Cruz, Graham, and Greenlee Counties; and

- Development of Mutual Aid agreements with County governments.

## Priority #2 Efficiencies

### Administrative—

- Insurance—shared or reduced costs, establishment of vehicle insurance pool;
- Single application system for 5310, 5316, and 5317 programs;
- Bus Pass reader— a system for tracking riders within a service area, and particularly to track riders using multiple services across areas; and
- Improved access to training—more training in areas other than Phoenix.

### Operating—

- Route management coordination among public transit providers—including software selection;
- Fuel Purchases— collaborative purchasing—possibly using state contracts;
- Establishing interoperable, narrow-band communications between providers including mobile and portable radio/phone equipment for drivers and dispatchers;
- Increased operating funds availability; and
- Use of state ADOT yards for vehicle maintenance, small repairs, and purchases of tires and other frequently replaced parts.

### Capital—

- Access to hybrid or green fuel vehicles;
- GPS tracking for vehicles;
- Bus pass/card readers to track ridership and transfers between organizations; and
- Interoperable, narrow-band, radios.

## Priority #3 Improved Service

- Surveys of rider satisfaction;
- Review of routes and hours of operations to improve rider access when most needed;
- Connectivity between provider locations;
- PASS Training, Defensive Driving Training for all drivers;
- Effective marketing to underserved populations and enhanced trip planning; and
- Improved “How to Ride” information with greater outreach.

Priorities for improved access and connections include:

### **Cochise County—**

- Connecting service between Douglas, Bisbee, and Sierra Vista
- Connecting service between Huachuca City and Sierra Vista
- Connecting service between Tombstone and Sierra Vista
- Connecting service between St. David and Benson
- Connecting service between Elfrida and Douglas

- Periodic service from outlying areas to Willcox

#### **Graham and Greenlee Counties—**

- Fixed route service in Safford
- Connecting service between Safford, Duncan, Clifton, and Morenci
- Connecting service between Safford and San Carlos Reservation

#### **Santa Cruz County—**

- Fixed route service in Nogales
- Connecting service between Nogales, Rio Rico, Tubac, and Green Valley
- Connecting service between Nogales, Patagonia, and Sonoita

## **MOBILITY MANAGEMENT**

### **Mobility Management Defined**

Mobility Management has been described and defined in many different ways by a number of people, agencies, and organizations. The collective key to any description of mobility management is that it's flexible both in definition and in implementation. One consistent element is coordination between providers; another is that it must impact the rider in a positive way. Ultimately, it is up to the Mobility Manager and the constituent providers for which the program is being developed, to define what mobility management is for them, and how it will be implemented.

The **Federal Transportation Administration describes Mobility Management as**

*“A strategic approach to service coordination and customer service which enhances the ease of use and accessibility of transportation networks.”*

The **Transportation Research Board of the National Research Council**, in their 1997 *Transit Cooperative Research Program Report 21: Strategies to Assist Local Transportation Agencies in Becoming Mobility Managers*, defined Mobility Management, thus:

*“A mobility manager is a transportation organization serving the general public that responds to and influences the demands of the market by undertaking actions and supportive strategies, directly or in collaboration with others, to provide a full range of options to the single-occupant automobile.”*

The **Community Transportation Association of America** describes mobility management as follows:

*Mobility Management is*

- *moving people instead of moving vehicles;*
- *the discrete travel needs of individual consumers;*
- *customer needs;*
- *the entire trip, not just that portion of the trip on one mode or another;*

- *making visible improvements to the effectiveness, efficiency, and quality of the travel services being delivered;*
- *designing and promoting transit oriented developments, livable cities, and energy efficient sustainable communities; and*
- *improving the information available about those services.*

*Mobility management is a process of managing a coordinated community-wide transportation service network comprised of the operations and infrastructures of multiple trip providers in partnership with each other.*

- *A focus on individual needs, not on moving the masses.*
- *Offering a full range of travel options instead of the single-occupant auto.*
- *A focus on innovation, changing usual business practices.*
- *Cultivating partnerships and multi-agency activities.*
- *Offering a single point of access for customers to multiple travel modes.*
- *Applying advanced technologies.*
- *Coordinating community-wide planning with transportation influencing land use and zoning decisions.*
- *Ensuring transit-friendly designs in long-range plans.*
- *Receiving business community and voter support, as well as local governmental support.*

*Mobility management is different from prior resource management strategies because of the above factors and because it:*

- *Replaces a strategy of management of owned assets with strategic partnerships and alliances among multiple providers,*
- *Emphasizes multi-modal choices rather than single-mode solutions,*
- *Requires focusing on a coordinated community-wide transportation service network of existing and potential trip providers,*
- *Emphasizes the need to provide services that are easily understood as beneficial and wanted by the general public: "a sellable product,"*
- *Emphasizes changing traditional business practices.*

## **Mobility Management Services**

### **Mobility Management in Very Rural Areas**

The more traditional, urban model of mobility management often focuses on the efficient use of multiple transportation providers across a limited area. In many urban areas, transportation options are more considerable, though often disconnected by political lines, provider mission, and schedule. Mobility Managers assist riders in identifying the most time and cost efficient means to get from point A

to point B, and may even schedule the rider's itinerary. There also are efforts to reduce duplication by coordinating and consolidating services.

In addition, some mobility managers are working to consolidate services into a brokerage whereby agencies that once ran their own transportation services now receive those same services through a collective, and centrally managed, system that pools assets, drivers, and dispatching services.

In the SEAGO region of southeastern Arizona, the sheer size and rural nature of the area create unique challenges to adapting more traditional mobility management structures. Brokerages may not save money when great distances must be covered to provide centralized services. With vast areas of the region having no public transportation services and where communities do not have an array of transportation services, scheduling services and centralized dispatching are not likely to be useful in increasing access or reducing costs. However, there are opportunities to increase and improve rider access, and offset the cost of improved access, by reducing some operating and administrative costs through the sharing of resources and services provided by a regional mobility manager.

Regional Mobility Management services in very rural geographies can be effective in a number of focus areas. Each focus area offers opportunities to improve existing systems for riders, create new outcomes, and reduce administrative and cost burdens to the providers. **It is important to note, however, that the overall cost to provide transit/transportation services may not be reduced; rather cost burdens will be shifted from the provider to the Mobility Manager, leaving the provider to focus on service provision and use scarce resources more effectively and efficiently.**

The identified focus areas for a regional Mobility Management program are:

- **Improved Access**
- **Improved Outreach**
- **Administrative Services**
- **Operations Services**
- **Technology**
- **Cost Saving Measures**
- **Advocacy**
- **Evaluation**

### **Improved Access**

Improved access can be delivered in two ways: addressing gaps in service both geographically and in the client/constituent groups served, and improving outreach to the public.

#### **Identified Gaps in service**

An assessment of service delivery gaps, both in geographic terms as well as client/constituent terms, identifies areas where improved access may be delivered.

In the four-county SEAGO region there are four communities that provide rural 5311 public transit services – all in Cochise County. They are Sierra Vista (the largest with 43,888 in population), Bisbee, Benson, and Douglas. Benson and Bisbee are small operations with 22,872 and 36,350 annual trips respectively. Douglas Rides is one of the fastest growing 5311 programs in the state with approximately 46,483 trips annually, up from 25,761 in 2009. Bisbee, Benson, and Douglas operate inter-city and para-transit services, in addition to their fixed route schedule.

The balance of transportation services are provided by private, nonprofit, profit, and governmental organizations that focus on their constituent/clients - generally elderly, disabled, or low-income populations. These agencies rely on 5310, 5316 and 5317 funding with match funds typically coming from fundraisers, and other non-federal sources. Trips are generated from the geographic area in which the organization operates, and are most often limited to the nearest shopping, recreation, and health services locations. There is very little, if any, duplication of transportation services in the SEAGO region. On the contrary, there are significant gaps in services from a geographic and client standpoint, and very little in the way of connections between communities.

### **Graham County**

#### **Geographic gaps include:**

- Fixed route service in Safford, with intercity connections to Thatcher, San Carlos Apache Reservation, Clifton, and Morenci
- Para-transit services in Safford
- Increase workforce services to Morenci (mining industry) from Safford, Clifton, and Duncan
- Connection to Tucson

#### **Client gaps include**

- Limited elderly, disabled, and workforce transportation in Safford, Clifton, Duncan
- Medical transportation
- Veteran’s transportation to VA hospital/clinics in Tucson
- Employees seeking longer distance transportation

### **Greenlee County**

#### **Geographic gaps include**

- Connections to Safford
- Connections along the US. Highway 191 corridor, north of Clifton

#### **Client gaps include**

- Limited elderly, disabled and workforce transportation
- Medical transportation
- Veteran’s transportation to VA hospital/clinics in Tucson

## **Cochise County**

### **Geographic gaps include**

- No services available in Tombstone, Whetstone, Sulfur Springs Valley (McNeal, Elfrida, and Sunsites), Portal, Paradise, Palominas, St. David, Bowie, and Hereford
- Limited or Inadequate services in Willcox
- Intercity service from Douglas to McNeal and Elfrida
- Intercity services from Sierra Vista to Huachuca City
- Intercity services from Benson to St. David
- Sulfur Springs Valley connections between Willcox, Sunsites, Elfrida, McNeal, and Douglas
- San Pedro Valley connections between Bisbee, Palominas, Hereford, and Sierra Vista
- Connection between Tombstone and Sierra Vista
- Connections between Sierra Vista and Tucson via Huachuca City, Whetstone, and Benson

### **Client gaps include**

- Veteran's transportation
- Medical transportation
- Elderly, disabled, and workforce in unserved areas

## **Santa Cruz County**

### **Geographic gaps include**

- Fixed route service in Nogales
- Para-transit services in Rio Rico
- Connections between Sonoita and Nogales, via Patagonia
- Connections between Nogales and Tucson via Rio Rico and Tubac

### **Client gaps include**

- General public transportation
- Veteran's transportation services
- Medical transportation services
- Workforce transportation services

## **Improved Outreach**

There are a number of outreach services that can be provided through regional Mobility Management that would result in easier and more informed access to existing transportation services in this very rural area. These include:

- One click – one call transit/transportation information



- A comprehensive Web based transportation information catalogue of services with schedules, routes, and fares that would be linked to human services organization Web sites and transit/transportation provider Web sites, as well as ADOT, SEAGO, and other sources.
- A printed, general transportation information booklet or brochure for each county or sub-region that lists transportation/transit providers, contact information, and service availability. This would be available at all human services organizations, as well as public institutions such as libraries, schools, medical facilities, senior centers, low-income housing, and major employers, etc.
- Rider Training – an experiential learning opportunity for special needs populations to familiarize them with the bus, wheel chair lifts, schedules, and rider etiquette. A mobility manager would bring a bus to a group function or meeting.
- Ride Share – a public, Web based bulletin board for posting ride share possibilities, with a focus on long distance rides and workforce ride share opportunities.
- Translation services – an effort to provide Spanish language translations in Web based, print, and marketing materials, as well as rider training.
- Marketing coordination among local providers to build recognition, brand development, and community connections.

### Administrative Services

With the exception of the four 5311 public transit programs and the for-profit transportation providers, most transit/transportation providers in the SEAGO region are human services organizations whose transportation components are secondary to their missions. As such, these organizations rely on program staff to implement the transportation components of their clients' service plans. These transportation efforts, at a minimum, include bringing clients to and from service centers and to program related appointments. In addition, some organizations, particularly those who operate day and residential programs, also include transportation for shopping, jobs, recreation, and personal enrichment. Because these small organizations are limited in both staff and budget authority, the time and resources it takes to manage the administrative obligations of an FTA supported transit/transportation system is taxing to most, and crippling to some.

Administrative services that could be provided by a regional Mobility Management system include:

- Single application process for 5310, 16, and 17 funds
- Centralized gathering of ridership statistics that can be used across state and federal funding agencies, such as DES, AAA, HUD, etc.
- Centralized reporting to state and federal agencies
- Emergency services coordination
- Policy development: LEP, ADA, and other Civil Rights-focused obligations
- Title VI and EEO plans and compliance reporting
- Substance Abuse policies
- Procurement and DBE policies and compliance
- Marketing plans

- Security plans
- Contingency plans
- Service area maps
- Local Mobility Manager training
- Public notices, hearings, and meetings
- Short- and Long-term planning
- Budget development

## Operations Services

As with Administrative Services, the nature of the small, rural organizations that provide transit/transportation services often prevents economies of scale and efficient use of resources that would allow organizations to expand their services, or go beyond their mission to further coordinate with other transit/transportation providers. A regional Mobility Management system could relieve the small provider in ways that could promote service expansion, or flexibility in reaching beyond their mission, to create greater access to riders who may not be their clients/constituents. These services may include:

- Driver Training
- Driver Pool Management (recruitment, selection, and training of drivers for hire or backup)
- Operations Policies and Plans Development (vehicle maintenance and repair, customer service, customer complaints, accidents, incidents, security, deviations, hazards, etc.)
- Substance Abuse policies and testing
- Route/schedule software, training, management, and coordination
- Back-up dispatch services
- Technologies for smart card rider passes, rider data and fare collection, GPS location, and intercity route scheduling that provide data suitable for use in reporting to a variety of funding sources
- Systems analysis and best practices information
- Short- and Long-range operations plans, including capital equipment needs

## Technology

The one element of Mobility Management that can facilitate the greatest level of coordination is technology. Technology allows riders to potentially go from one provider to the next seamlessly, both across geographic lines and on coordinated schedules. Technology allows desired rider outreach to be most effective and wide spread; allows for the gathering of rider statistics and trip purposes through smart cards; can assist in determining the real cost of transporting riders; assist drivers with inspections; assures routine maintenance is done in a timely fashion; helps monitor compliance with both administrative and operations regulations; and promotes efficiencies on every level. Technology services could include:

- Cooperative procurement
- Common Route/Schedule software used across the region
- Smart Card systems
- On board electronics (I-Pad type) for driver
- GPS technology in support of centralized dispatch and inter-city connections information
- Communications equipment that tracks with local governments in support of emergency coordination
- Purchase related technology in support of centralized fuel purchases, maintenance and repair services, and parts
- Environmentally friendly technologies, including efficient vehicles

### Cost Saving Measures

Interviews with service providers indicated a number of critical cost concerns that have a significant impact on agencies' ability to sustain operations. A regional mobility management system could consider advocating for, and developing, systems that would reduce costs for the overall region. These include:

- Cooperative insurance pool and/or policies that allow providers to purchase insurance under the state's contracts
- Cooperative fuel purchases, or the ability to purchase fuel under state contracts
- Access to Arizona's state Purchasing Cooperative
- Cooperative procurement of services, communications, and capital equipment
- State, county, or municipal supported use of maintenance and repair yards

### Transit Related Policy Advocacy

A regional Mobility Management system, in order to create maximum efficiencies and enhance access to transit/transportation services, must engage in policy advocacy on the local, county, state, and federal levels. Good advocacy is often based on good data. The Mobility Manager could collect and synthesize data that will be useful in forming future policy and, ultimately, increased funding.

Advocacy efforts could include:

- Assuring that statewide associations include rural transit/transportation concerns in their goals and objectives
- Development of a state dedicated funding resource to support local and regional rural transit/transportation
- Develop state policy to allow single applications for regional transit/transportation funding under the 5310, 16, and 17 programs
- Develop state policy to allow use of state procurement contracts

- The study of, and potential advocacy for, a regional transportation authority(s)
- The study and development of additional 5311 programs in Safford and Nogales
- Enhancement of intercity services among existing 5311 programs
- Inclusion of transit/transportation considerations in land use policy development at a local and county level

## Evaluation

Central to the effectiveness of any Mobility Management system is the evaluation of its performance and impact on local transit/transportation provision. Evaluation includes performance measures, or measurable outcomes, as they pertain to the stated goals. The Mobility Management system could develop evaluative tools for use by direct transit/transportation providers, local mobility managers, and its own regional work. Efforts, on a regional level, could include:

- Formalize goals and measurable objectives
- Establish performance measures
- Establish true cost measures
- Collect evaluative data
- Provide annual performance report
- Assist local mobility managers in constructing and evaluating local goals and objectives

## Partnerships in Mobility Management

Achieving the goals of regional Mobility Management requires the cooperative support of partnerships. While the number and nature of partners is not limited, the following have been identified as essential to the success of a regional Mobility Management system:

### Area Agency on Aging - AAA

The Area Agency on Aging is a primary funder of transit/transportation services to the elderly. Many of the 5300 funding recipients use AAA funds to provide the match funds required by the programs. The SEAGO AAA has developed a wide network of providers in all four counties, bringing essential services and transportation to rural communities that otherwise would not be reached. AAA funds support transportation services in:

- Douglas – also serving Elfrida
- Willcox – also serving Sunsites and nearby Sulfur Springs Valley
- Bisbee – also serving Naco
- Huachuca City – connecting with Vista Transit
- Benson – also serving areas outside city limits
- Safford

- Clifton
- Duncan
- Nogales
- Tubac
- Patagonia

As a partner in the development of effective regional Mobility Management, it will be important for AAA to continue coordinating their funding efforts with priorities established by the SEAGO Human Services Transportation Coordination Council, and any efforts put forth by the local and regional Mobility Managers.

## Arizona Department of Transportation - ADOT

ADOT is the state agency responsible for passing FTA dollars to the local level, and provides the majority of funding that supports transit/transportation services to the region. The Department is responsible for assuring compliance with federal regulations, particularly Civil Rights, Title VI, ADA, and others.

ADOT also provides access to training through their relationship with Rural Transit Assistance Program RTAP and AzTA membership. Technical assistance to individual organizations is provided through their “on-call” consultants. Most recently, Mobility Management and Coordination efforts have been a focus of professional development activities made available to providers, the COGs, and MPOs.

As a partner in the development of an effective regional Mobility Management pilot project in the SEAGO area, and depending on what elements are included in a final Regional Mobility Management Plan, it may be incumbent on ADOT to:

- Waive 5300 application policies and allow a single application from a regional mobility management agency on behalf of all approved providers in the region.
- Waive 5300 reporting policies and allow consolidated reporting that incorporates data and accounting for all sub-recipients of a combined application.
- Support policy change at the state level to allow providers access to state procurement contracts.
- Support policy change at the state level to allow access to fuel and insurance contracts that can be passed down to local municipalities for use by 5300 awardees or accessed through ADOT yards.
- Support policy change at the state level to allow access to maintenance and repairs through ADOT yards on a fee for service basis.
- Expand use of Web based training, and provide train the trainer opportunities at regional level locations.
- Approve standard administrative and operating policies that will be adopted by existing and new transit/transportation providers, including a DBE plan.
- Make regional transit/transportation data readily accessible online.

## Arizona Transit Association - AzTA

The AzTA's mission is to provide leadership in the funding, advocacy, and education for public transportation services throughout Arizona. The goals of the organization include:

- Establish a permanent statewide transit funding source
- Prepare and promote a legislative program that supports AzTA membership at the local, state, and federal levels
- Provide proactive communications with members/partners, and develop public educational materials to support AzTA's advocacy for transit funding and legislation
- Broaden both members and partners base by actively recruiting, and establish collaborative opportunities to support AzTA's mission
- With partners, host statewide forums that provide educational opportunities for members/partners, and broaden outreach
- Strengthen and support the administrative and governance structure of AzTA

AzTA's primary role as a partner in the development of a successful regional Mobility Management model is to continue its efforts in developing a statewide transit-funding source. It would be mutually beneficial for AzTA and its rural members to consider establishing an advocacy focus on the needs of rural transit/transportation providers, and the potential impact that a strategic partnership could have in furthering both regional Mobility Management efforts and AzTA's mission. Specific activities could include:

- Advocate for policy change at the state level to allow providers access to state procurement contracts.
- Advocate for policy change at the state level to allow access to fuel and insurance contracts that can be passed down to local municipalities for use by 5300 awardees or accessed through ADOT yards.
- Advocate for policy change at the state level to allow access to maintenance and repairs through ADOT yards on a fee for service basis.

## Community Transit Association of America - CTAA

CTAA is an important partner in any Mobility Management program. This national organization provides essential connections to Training, Transit/Transportation Systems Development, Legislative Issues, Educational Opportunities, and much more.

CTAA's role as a partner in SEAGO's Regional Mobility Management program will be one of information provision and access to experts from across the nation who can provide assistance in refining the goals and objectives of the Mobility Management program, and help identify methods for addressing goals, reducing gaps, and for advocacy at the state level.

## Department of Economic Security –DES

Including DES as a partner in SEAGO’s Regional Mobility Management program will assure the program is useful and effective to persons whose transportation needs are centered on job readiness and commuting. DES may also have access to funding resources that can support the delivery of transit/transportation services.

## Local Mobility Managers

The SEAGO region has three Coordination Councils – two of which are facilitated by local Mobility Managers: the City of Nogales in Santa Cruz County, and the Easter Seals Blake Foundation in Safford. At the time of this report, Cochise County did not have a local Mobility Manager; however, the Coordination Council was being facilitated by SEAGO.

These Mobility Managers will provide local information, data, and priority needs assessments to the Regional Mobility Manager, and will be first responders in efforts to carry out the regional Mobility Management Plan.

## Medical Transport

Because medical transportation has been identified as a priority need in the region, existing medical transportation providers should be invited as partners in identifying ways in which the public can better access affordable medical transportation. The regional Mobility Manager can identify, and include, medical transportation providers in regional Mobility Management activities to ensure that effective, and comprehensive, services are available across the region.

## Municipal and County Governments

For any growth or expansion of public transit services, municipal governments will be essential partners. The Cities of Safford and Nogales will be of particular interest as 5311 services have been identified as a high priority in these communities. Additionally, the potential collaborative purchase of fuel using state negotiated contractions will require city and county willingness as partners to hold and dispense fuel at existing stations. Cities and towns are often the providers of senior center services, and their cooperation as partners in Mobility Management will ensure improved access among seniors in gaining transportation services. The City of Sierra Vista has long been the provider of maintenance and repair services, as well as driver training. Their participation as a partner will assure continued provision of these important services. The county offices in Cochise, Santa Cruz, and Graham Counties may be useful partners in procurement activities, and in gathering data necessary for the planning of



transit/transportation expansion in their areas. Finally, local forms of government at the town, city, and county levels provide important financial resources that sustain public transit and transportation services to the elderly, disabled, and persons with low incomes.

## **Regional Transit/Transportation Providers and Human Services Organizations**

The region's Human Services organizations and transit/transportation providers are the foundation of any regional Mobility Management effort. Their participation through the planning process, their recognition of gaps, their recommendations on cost reduction possibilities, and their desire to sustain and build their transit/transportation systems to be accessible and efficient, are the driving force behind this report.

Their continued role as partners, through their local Mobility Managers and their Coordination Councils, will be essential to the program's success. Their role includes the continued provision of information, rider data, cost data, evaluation and articulation of clients' needs so that the regional Mobility Management program, as it is further defined and developed, will be responsive to their needs and the needs of riders and clients across the region.

## **Veterans Organizations**

Transit/transportation services for veterans have been identified as an unmet need across the region. Engaging organizations that serve veterans in other capacities will be essential in establishing transportation services in ways that will be useful and timely for this population. This will require the involvement of VA clinics, VA hospitals, other health organizations, and additional organizations that provide jobs, housing, resettlement, and human services to veterans in the area.

## **Recommendations for three-year pilot project**

The culmination of this report is to make recommendations on how the development of a regional Mobility Management system might proceed.

There are three important elements to analyze when making a determination on how to move forward. They are:

- A review of Strengths, Weaknesses, Opportunities, and Threats,
- A review of Cost, Policy, and Government Entity considerations, and
- A review and prioritization of a work plan matrix that describes the various elements to be included in providing regional Mobility Management services, an associated timeline for implementation of these services, and an estimate of the financial resources needed.

## SWOT – Strengths, Weaknesses, Opportunities, Threats

The decision to develop or not develop a regional Mobility Management program can be supported in part by examining the four standard indicators in business line development: Strengths, Weaknesses, Opportunities, and Threats. In conducting this analysis, and finding favorable results, SEAGO can move forward with some assurance that the pilot program can be effective and sustainable. If the analysis is deemed unfavorable, SEAGO can forgo developing the regional Mobility Management program and focus its attention on other ways to meet transit needs in the region.

### Strengths

Regional Mobility Management services can result in increased access for riders and in lower costs for service providers.

There is a strong network of local Mobility Managers in Santa Cruz County and also in Graham and Greenlee Counties. SEAGO has been, through its contractor, acting as the Mobility Manager for Cochise County. In addition, contractor staff members are regularly attending all three local Coordination Council meetings, assuring providers of SEAGO's commitment to transit on a regional basis.

The transit/transportation providers that are members of the Coordination Councils are active and interested in the potential of regional mobility management.

Historically, SEAGO has a good track record in providing transit services to the region. Previous Transit Planners have developed local Coordination Councils, installed local mobility managers, and increased the number of 5300 program applications from a low of six to a high of 42 and a yearly average, now, of 26.

ADOT has been supportive of SEAGO's interest in establishing a pilot program, and supports the development of mobility managers across the state.

SEAGO member entities, Board, and Advisory Councils, along with SEAGO region transportation providers, have voiced support for the development of regional Mobility Management.

CTAA staff, Transit Plus staff, and United We Ride ambassador Dave Cyra, agree that a Mobility Management program would be beneficial to the region.

Funding to support Mobility Management is available through the 5300 program with a favorable match of 10 percent.

Local Mobility Managers are in place and can support regional Mobility Management activities.

## Weaknesses

SEAGO does not have experienced transit staff on board to fill Mobility Management positions.

Mobility Management funds may not be available if SAFE-TEA-LU legislation is not renewed. There may not be sufficient political will on the part of municipal, county, and state government to support and implement regional Mobility Management plans and objectives, including waivers or changes to current policy.

There may not be sufficient 5300 funding to support increased, or improved, services outlined in a regional Mobility Management Plan.

Implementation of Mobility Management objectives would transfer costs from local providers to the Mobility Management program, and would not result in an overall net savings in transit costs.

## Opportunities

Advancing regional Mobility Management objectives would increase or improve access to transit/transportation opportunities for the region.

Advancing regional Mobility Management objectives would decrease costs for direct service providers.

A successful pilot project could be replicated in other parts of rural Arizona, and other rural regions of the country.

Acting as regional Mobility Manager, SEAGO could build a sustainable Transit program that could be developed into successful regional transit authority, if desired.

## Threats

Failure to develop Regional Mobility Management services could result in the potential loss of transit funding for the region – particularly in capital improvements and technology advancements.

If a determination is made that Sierra Vista must form its own Planning Organization, the municipality could include the entire county and potentially fracture the regional Mobility Management structure.

## Cost Considerations

As stated previously, typical Mobility Management programs endeavor to improve rider services while reducing duplication of services and also reducing costs. In very rural areas, where gaps in service are the norm - not duplications, cost reductions are gained by other types of cooperative efforts –

particularly in coordinated procurement, and reduction in administrative and operations costs currently borne by the provider and now shifted to the Mobility Manager. The immediate cost reductions are aimed at the provider and improve sustainability and expansion potential. **But, because the costs are shifted and not reduced, there may be no net savings, only increased efficiency when the region's transit/transportation costs are analyzed as a whole.**

## State Policy Considerations

The recommendations made in this report are predicated on the full support, and willingness among providers and partners, to carry out objectives. Changes to state policies may be difficult to achieve for one COG region. However, if promoted as part of the pilot project, waivers to existing policies could be obtained in hopes of demonstrating the value of future statewide policy change. This will require a strategic and coordinated effort between the SEAGO area local and regional Mobility Managers, ADOT, and advocacy efforts of AzTA and CTAA.

## Local Government Considerations

As with state policy considerations, local government entities will need to fully support the objectives of the Regional Mobility Management effort in order for the pilot program to be successful. At the time of this report, it was still unclear as to whether or not Sierra Vista would become an MPO or Urban Area Planning Organization, and if so, would Sierra Vista wish to go county-wide in their planning area. These decisions will have a significant impact on how regional Mobility Management will be carried out.

In addition, local and county governments are being asked to provide access to fuel, maintenance, and facilities. Modeling good partner efforts at the state level will encourage local governments to participate fully in making regional Mobility Management a success, and provide mutually beneficial alliances in areas like emergency planning and response, and the possibility of a future transit authority that would provide additional resources to support transit/transportation activities.

## Public Meetings & Input

Three public meetings were held to review the draft Regional Mobility Management Study and Plan and to solicit input from the communities on the scope of work for a RMM and the priorities that should be considered when establishing a scope of work.

All public meetings were publically noticed in area newspapers and via a broad email list serve which included elected officials, transit/transportation providers, stakeholders and other interested parties. They were held in conjunction with already scheduled Local Mobility Coordination meetings. The format for each meeting was as follows:

- A review of the history and background of this study and plan
- A review of what Mobility Management means on both a local and regional basis
- A review of the draft study and plan
- An exercise in prioritizing identified scope of work elements

- A request for additional scope of work elements
- A review of how the study and plan will move forward to ADOT for review and possible funding

The first public meeting was held on June 12 at 2:00 p.m. in Nogales. There were only four participants: Two transit/transportation providers and a representative of the City of Nogales, and Santa Cruz County.

The second public meeting was held on June 14 at 10:00 a.m. in Sierra Vista. There were over 20 participants representing elected officials, transit/transportation providers, stakeholders, and SEAGO staff.

The third public meeting was held on June 19, at 10:00 in Safford. There were 15 participants including elected officials, transit/transportation providers, stakeholders, and SEAGO staff.

Each meeting saw participants actively engage in the prioritization exercises with good questions and thoughtful responses.

The facilitator reviewed each of the eight identified areas of potential impact and their associated elements using a spreadsheet based list. At the completion of each elements review, participants were asked to prioritize each element. If the interest area had six elements, participants were asked to prioritize each using one as the highest priority and six as the lowest.

Each of the eight impact areas were reviewed in this manner. Once completed, the participants were then asked to prioritize each of the eight impact areas as compared to the others. Participants then turned in their sheets to the facilitator.

Upon completion of all of the public meetings, the priority worksheets were compiled and scored using a reciprocal scoring system. If an impact area consisted of six elements, participants were asked to rank them one through six with one being the highest priority and six being the lowest. When rankings were compiled, each #1 rank was given a score of six, each #2 a score of five, each #3 a score of four, and so on. Items with the highest overall score received the highest priority and those with the lowest score the lowest priority. This scoring system allows those elements that were consistently ranked as a high priority to rise to the top giving an overall priority picture as determined by the participants, collectively.

The priority sheets are included in the appendix. The outcome of the prioritization process is located in the next section: Matrix – A prioritized Regional Mobility Management Work Plan, Timeline, and Budget.

### **Matrix – a Prioritized Regional Mobility Management Work Plan, Timeline, and Budget**

Upon completion of the public meetings and input sessions, a collective set of priorities was established. Using those publically defined priorities the matrix was arranged in a format that included the impact area, the elements of work for that impact area, a suggested timeline, and a proposed budget.

In order to achieve a significant number of the impact area goals and associated elements within the three year pilot period, the timeline indicates an aggressive effort requiring sufficient staff and support. SEAGO and ADOT may wish to extend the pilot project over a longer period so as to reduce the annual budget needs while still addressing the overall goals and objectives of the plan.

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Improve Access</b>														
156	Identify and prioritize <b>geographic</b> gaps in service with each Coordination Council.													
142	Identify and prioritize gaps in reaching different <b>client bases</b> (i.e. veterans) with each Coordination Council.													
134	Identify potential coordinated solutions for geographic gaps.													
124	Identify potential coordinated solutions to reaching client groups.													
108	Develop and implement plan for a one-call/one click transit/transportation information system.													
92	Update Coordination Plan to include solutions and timeline and include in application cycles.													

Score	Work Elements and Scope by Priority	Year 1 1st Qtr.	Year 1 2nd Qtr.	Year 1 3rd Qtr.	Year 1 4th Qtr.	Year 2 1st Qtr.	Year 2 2nd Qtr.	Year 2 3rd Qtr.	Year 2 4th Qtr.	Year 3 1st Qtr.	Year 3 2nd Qtr.	Year 3 3rd Qtr.	Year 3 4th Qtr.	Beyond
<b>Operations Services</b>														
189	Develop a standard template of approved operations policies and plans including vehicle maintenance, pre- and post-inspection, customer services, customer													
164	Create and manage a Driver Pool that recruits, selects, and trains drivers that can be hired by providers or used as back up.													
159	Develop Driver Training program that includes cross training with other agencies for use when providers need to borrow a driver.													
132	Promote the development of coordinated route/schedules and connections between 5311 and 5300 programs.													
117	Assist local Mobility Managers and providers in developing short and long range operations plans including capital equipment needs.													
112	Develop a dispatch system whereby the regional Mobility Manager can assist local Mobility Managers in providing centralized back-up dispatch services.													
77	Monitor state and national trends and provide timely information and analysis of best practices to local Mobility Managers.													
Score	Work Elements and Scope by Priority	Year 1 1st Qtr.	Year 1 2nd Qtr.	Year 1 3rd Qtr.	Year 1 4th Qtr.	Year 2 1st Qtr.	Year 2 2nd Qtr.	Year 2 3rd Qtr.	Year 2 4th Qtr.	Year 3 1st Qtr.	Year 3 2nd Qtr.	Year 3 3rd Qtr.	Year 3 4th Qtr.	Beyond



Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Cost Saving Measures</b>														
123	Work with ADOT and local governments to design a system of fuel contract access and billing (card readers).													
113	Work with ADOT to access the State vehicle insurance pool or develop a regional insurance pool.													
103	Work with ADOT and local governments to secure maintenance and repair services at either government operated garages or ADOT garages -(Determine if contracts between providers and ADOT for transit/transportation services supersede non-competition regulations, thus allowing state and local governments to provide services even when vehicles are not under lien.)													
89	Work with ADOT to secure access to the Arizona State Purchasing Cooperative for any provider using a vehicle under lien by ADOT or who has a contract with ADOT to provide transit/transportation services.													
57	Provide centralized, cooperative procurement and DBE reporting for services, communications, and capital equipment.													

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Administrative Services</b>														
340	Develop and produce a training for administrators on Civil Rights, ADA, Title VI, DBE and EEO compliance requirements.													
336	Develop a standard template of approved LEP, ADA, Title VI and EEO plans for providers who need to update or adopt these required policies.													
285	Work with ADOT to create a Single Application policy and process whereby the Regional Mobility Manager submits a single 5300 application on behalf of local providers.													
239	Develop boilerplate templates and training for Security plans, Contingency plans, Financial plans, etc. and make them available to providers through local Mobility Managers.													
237	Assist local Mobility Managers in assisting providers to conduct a self-evaluation of compliance with regard to 5300 program assurances.													
213	Develop a centralized procurement program that includes a DBE plan and access to local, state, and federal contracts and is available to providers on a voluntary basis													
191	Develop and implement a centralized reporting system for state and federal agencies.													
188	Provide assistance to local Mobility Managers in developing coordinated emergency response plans and protocols.													

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
188	Develop a regional transit/transportation marketing plan and provide Marketing assistance to local Mobility Managers and providers.													
182	Provide assistance and training to providers in developing organizational transit/transportation budgets.													
181	Work with local Mobility Managers to create mapped information that is useful to providers and riders.													
156	Develop system to provide DBE compliance assurance and contract information to ADOT.													
143	Assist local Mobility Managers in the centralized creation of public notices, public hearings, public meetings, and stakeholder presentations.													
132	Develop and implement a centralized gathering of ridership statistics.													
117	Maintain and update annual Coordination Plan and service/system priorities.													
108	Provide assistance and training to providers in developing short and long term transit/transportation plans.													
Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Improve Outreach</b>														
245	Identify all forms of transit/transportation available in the region.													
202	Establish a web based transit/transportation information system that can be linked partners and human services organizations.													
186	Ensure that all outreach efforts are linked to each other and to all stakeholders.													
173	Develop/print booklet or brochure cataloguing transit/transportation services to be disseminated region wide.													
150	Create a ride-share information system that is web-based and addresses short and long distance ride needs with special emphasis on jobs access.													
125	Create and produce rider training course for seniors, youth and other groups as defined by the Coordination Councils.													
116	Establish translation services for transit/transportation provider who wish to have their rider guides and other related materials in Spanish.													
63	Develop a list of resources for other language translation requirements.													

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Technologies</b>														
165	Confirm feasibility and implement common smart card technology to facilitate centralized rider data collection, fare collection, and fare payments from riders who use alternative or multiple providers.													
161	Confirm feasibility and implement common GPS enhance, route/schedule software that will facilitate inter-city connections and riders using multiple transit/transportation providers for a single trip.													
125	Develop rider data collection so as to be useful for providers who must report to multiple local, state, and federal agencies.													
120	Investigate and implement technologies needed so that providers can procure state or local government contracted services (maintenance and repair) and products (fuel, tires, parts) and be billed for them.													
112	Develop a plan for use of common communications equipment that will be familiar to the Driver Pool, can be procured collectively, and maintained and upgraded efficiently.													
52	Monitor state and national trends on environmentally friendly technologies including vehicles and provide timely information and analysis to local Mobility Managers.													
Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Advocacy for Policy Development</b>														
208	Provide support and educational outreach for the development of a state dedicated funding resource to support local and regional rural transit/ transportation.													
182	Provide support and educational outreach to local and statewide associations and government entities so that rural transit/transportation concerns are included in their goals and objectives.													
171	Provide support and educational outreach for the development of state policy allowing for a single application for regional transit/transportation funding under the 5310, 16, & 17 programs.													
150	Provide support and educational outreach for the development of state policy allowing for use of state procurement contracts.													
134	Provide support and educational outreach to determine the need for a regional, rural transportation authority(s).													
134	Provide support and educational outreach for the enhancement of intercity services among existing 5311 programs.													
122	Provide support and educational outreach for the development of additional 5311 programs in Safford and Nogales.													
98	Provide support and outreach for the inclusion of transit/transportation considerations in land use policy development at a local and county level.													
Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	

Score	Work Elements and Scope by Priority	Year 1	Year 1	Year 1 3rd	Year 1	Year 2	Year 2	Year 2 3rd	Year 2 4th	Year 3	Year 3	Year 3 3rd	Year 3 4th	Beyond
		1st Qtr.	2nd Qtr.	Qtr.	4th Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	1st Qtr.	2nd Qtr.	Qtr.	Qtr.	
<b>Evaluation</b>														
133	Establish true costs measures for providers within the context of Regional Mobility Management as compared to potential costs with out regional Mobility Management.													
132	Develop and maintain goals and measurable objectives for regional Mobility Management in conjunction with local Mobility Manger and provider.													
125	Establish performance measures and evaluate performance annually.													
104	Establish a base line of region wide ridership and determine level of increase/decrease annually with analysis as to trends and reasons for changes.													
71	Conduct annual survey of rider and provider satisfaction in conjunction with local Mobility Managers.													
64	Assist local Mobility Managers in construction evaluation tools for local providers.													
63	Provide annual performance report to all stakeholders.													

Work Element	Scope of Work	Year 1 1st Qtr.	Year 1 2nd Qtr.	Year 1 3rd Qtr.	Year 1 4th Qtr.
Operations Services	Monitor state and national trends and provide timely information and analysis of best practices to local Mobility Managers				
Cost Savings	Work with ADOT to access the State vehicle insurance pool or develop a regional insurance pool				
Cost Savings	Work with ADOT to secure access to the Arizona State Purchasing Cooperative for any provider using a vehicle under lien by ADOT or who has a contract with ADOT to provide transit/transportation services				
Administrative Services	Work with ADOT to create a Single Application policy and process whereby the Regional Mobility Manager submits a single 5300 application on behalf of local providers				
Technologies	Monitor state and national trends on environmentally friendly technologies including vehicles and provide timely information and analysis to local Mobility Managers				
Advocacy	Provide support and educational outreach to local and statewide associations and government entities so that rural transit/transportation concerns are included in their goals and objectives				
Advocacy	Provide support and educational outreach for the development of state policy allowing for a single application for regional transit/transportation funding under the 5310, 16, & 17 programs				
Advocacy	Provide support and educational outreach for the development of state policy allowing for use of state procurement contracts				
Advocacy	Provide support and educational outreach for the development of additional 5311 programs in Safford and Nogales.				
Improve Outreach	Identify all forms of transit/transportation available in the region.				
Advocacy	Provide support and educational outreach for the enhancement of intercity services among existing 5311 programs.				
Increase Access for Riders	Identify and prioritize <b>geographic</b> gaps in service with each Coordination Council.				
Increase Access for Riders	Identify and prioritize gaps in reaching different <b>client bases</b> (i.e. veterans) with each Coordination Council.				
Increase Access for Riders	Develop and implement plan for a one-call/one click transit/transportation information system.				
Administrative Services	Maintain and update annual Coordination Plan and service/system priorities.				
Evaluation	Develop and maintain goals and measurable objectives for regional Mobility Management in conjunction with local Mobility Manger and provider.				
Evaluation	Establish performance measures and evaluate performance annually.				



Work Element	Scope of Work	Year 1 1st Qtr.	Year 1 2nd Qtr.	Year 1 3rd Qtr.	Year 1 4th Qtr.
Operations Services	Develop a standard template of approved operations policies and plans including vehicle maintenance, pre- and post-inspection, customer services, customer complaints, accidents, incidents, security, deviations, hazards, etc. which can be adopted by providers who do not have compliant policies and plans.				
Evaluation	Assist local Mobility Managers in construction evaluation tools for local providers.				
Increase Access for Riders	Identify potential coordinated solutions for geographic gaps.				
Increase Access for Riders	Identify potential coordinated solutions to reaching client groups.				
Operations Services	Assist local Mobility Managers and providers in developing short and long range operations plans including capital equipment needs.				
Administrative Services	Develop a standard template of approved LEP, ADA, Title VI and EEO plans for providers who need to update or adopt these required policies.				
Administrative Services	Develop boilerplate templates and training for Security plans, Contingency plans, Financial plans, etc. and make them available to providers through local Mobility Managers.				
Administrative Services	Assist local Mobility Managers in the centralized creation of public notices, public hearings, public meetings, and stakeholder presentations.				
Evaluation	Establish a base line of region wide ridership and determine level of increase/decrease annually with analysis as to trends and reasons for changes.				
Administrative Services	Develop and produce a training for administrators on Civil Rights, ADA, Title VI, DBE and EEO compliance requirements.				
Administrative Services	Provide assistance and training to providers in developing organizational transit/transportation budgets.				
Administrative Services	Provide assistance and training to providers in developing short and long term transit/transportation plans.				
Improve Outreach	Establish a web based transit/transportation information system that can be linked partners and human services organizations.				
Evaluation	Conduct annual survey of rider and provider satisfaction in conjunction with local Mobility Managers.				

Work Element	Scope of Work	Year 2 1st Qtr.	Year 2 2nd Qtr.	Year 2 3rd Qtr.	Year 2 4th Qtr.
Advocacy	Provide support and educational outreach for the development of a state dedicated funding resource to support local and regional rural transit/ transportation.				
Advocacy	Provide support and educational outreach to local and statewide associations and government entities so that rural transit/transportation concerns are included in their goals and objectives.				
Advocacy	Provide support and educational outreach for the development of additional 5311 programs in Safford and Nogales.				
Administrative Services	Work with ADOT to create a Single Application policy and process whereby the Regional Mobility Manager submits a single 5300 application on behalf of local providers.				
Operating Services	Work with ADOT and local governments to design a system of fuel contract access and billing (card readers).				
Cost Savings	Work with ADOT and local governments to secure maintenance and repair services at either government operated garages or ADOT garages -(Determine if contracts between providers and ADOT for transit/transportation services supersede non-competition regulations, thus allowing state and local governments to provide services even when vehicles are not under lien.)				
Operating Services	Monitor state and national trends and provide timely information and analysis of best practices to local Mobility Managers				
Technologies	Monitor state and national trends on environmentally friendly technologies including vehicles and provide timely information and analysis to local Mobility Managers				
Increase Outreach	Establish a web based transit/transportation information system that can be linked partners and human services organizations.				
Operating Services	Create and manage a Driver Pool that recruits, selects, and trains drivers that can be hired by providers or used as back up.				
Operating Services	Develop Driver Training program that includes cross training with other agencies for use when providers need to borrow a driver.				
Administrative Services	Maintain and update annual Coordination Plan and service/system priorities.				
Evaluation	Develop and maintain goals and measurable objectives for regional Mobility Management in conjunction with local Mobility Manger and provider.				
Evaluation	Establish performance measures and evaluate performance annually.				
Evaluation	Establish true costs measures for providers within the context of Regional Mobility Management as compared to potential costs with out regional Mobility Management.				
Increase Access for Riders	Update Coordination Plan to include solutions and timeline and include in application cycles.				
Increase Outreach	Develop/print booklet or brochure cataloguing transit/transportation services to be disseminated region wide.				
Operating Services	Promote the development of coordinated route/schedules and connections between 5311 and 5300 programs.				

Work Element	Scope of Work	Year 2 1st Qtr.	Year 2 2nd Qtr.	Year 2 3rd Qtr.	Year 2 4th Qtr.
Technologies	Investigate and implement technologies needed so that providers can procure state or local government contracted services (maintenance and repair) and products (fuel, tires, parts) and be billed for them.				
Evaluation	Assist local Mobility Managers in construction evaluation tools for local providers.				
Evaluation	Provide annual performance report to all stakeholders.				
Increase Outreach	Ensure that all outreach efforts are linked to each other and to all stakeholders.				
Operating Services	Develop a dispatch system whereby the regional Mobility Manager can assist local Mobility Managers in providing centralized back-up dispatch services.				
Administrative Services	Assist local Mobility Managers in the centralized creation of public notices, public hearings, public meetings, and stakeholder presentations.				
Administrative Services	Work with local Mobility Managers to create mapped information that is useful to providers and riders.				
Evaluation	Establish a base line of region wide ridership and determine level of increase/decrease annually with analysis as to trends and reasons for changes.				
Operating Services	Assist local Mobility Managers and providers in developing short and long range operations plans including capital equipment needs.				
Administrative Services	Develop and produce a training for administrators on Civil Rights, ADA, Title VI, DBE and EEO compliance requirements.				
Administrative Services	Provide assistance and training to providers in developing organizational transit/transportation budgets.				
Administrative Services	Provide assistance and training to providers in developing short and long term transit/transportation plans.				
Administrative Services	Assist local Mobility Managers in assisting providers to conduct a self-evaluation of compliance with regard to 5300 program assurances.				
Evaluation	Conduct annual survey of rider and provider satisfaction in conjunction with local Mobility Managers.				
Increase Outreach	Create and produce rider training course for seniors, youth and other groups as defined by the Coordination Councils.				

Work Element	Scope of Work	Year 3 1st Qtr.	Year 3 2nd Qtr.	Year 3 3rd Qtr.	Year 3 4th Qtr.
Advocacy	Provide support and educational outreach for the development of a state dedicated funding resource to support local and regional rural transit/ transportation.				
Advocacy	Provide support and educational outreach to local and statewide associations and government entities so that rural transit/transportation concerns are included in their goals and objectives.				
Advocacy	Provide support and educational outreach to determine the need for a regional, rural transportation authority(s).				
Advocacy	Provide support and outreach for the inclusion of transit/transportation considerations in land use policy development at a local and county level.				
Cost Savings	Provide centralized, cooperative procurement and DBE reporting for services, communications, and capital equipment.				
Operations Services	Monitor state and national trends and provide timely information and analysis of best practices to local Mobility Managers.				
Technologies	Monitor state and national trends on environmentally friendly technologies including vehicles and provide timely information and analysis to local Mobility Managers.				
Administrative Services	Provide assistance to local Mobility Managers in developing coordinated emergency response plans and protocols.				
Increase Outreach	Create a ride-share information system that is web-based and addresses short and long distance ride needs with special emphasis on jobs access.				
Technologies	Develop a plan for use of common communications equipment that will be familiar to the Driver Pool, can be procured collectively, and maintained and upgraded efficiently.				
Administrative Services	Maintain and update annual Coordination Plan and service/system priorities.				
Evaluation	Develop and maintain goals and measurable objectives for regional Mobility Management in conjunction with local Mobility Manger and provider.				
Evaluation	Establish performance measures and evaluate performance annually.				
Evaluation	Establish true costs measures for providers within the context of Regional Mobility Management as compared to potential costs with out regional Mobility Management.				
Increase Outreach	Establish translation services for transit/transportation provider who wish to have their rider guides and other related materials in Spanish.				
Evaluation	Assist local Mobility Managers in construction evaluation tools for local providers.				
Technologies	Confirm feasibility and implement common smart card technology to facilitate centralized rider data collection, fare collection, and fare payments from riders who use alternative or multiple providers.				
Technologies	Confirm feasibility and implement common GPS enhance, route/schedule software that will facilitate inter-city connections and riders using multiple transit/transportation providers for a single trip.				
Administrative Services	Assist local Mobility Managers in the centralized creation of public notices, public hearings, public meetings, and stakeholder presentations.				
Evaluation	Establish a base line of region wide ridership and determine level of increase/decrease annually with analysis as to trends and reasons for changes.				
Operations Services	Assist local Mobility Managers and providers in developing short and long range operations plans including capital equipment needs.				
Administrative Services	Develop and produce a training for administrators on Civil Rights, ADA, Title VI, DBE and EEO compliance requirements.				
Administrative Services	Provide assistance and training to providers in developing organizational transit/transportation budgets.				
Administrative Services	Provide assistance and training to providers in developing short and long term transit/transportation plans.				
Administrative Services	Develop a centralized procurement program that includes a DBE plan and access to local, state, and federal contracts and is available to providers on a voluntary basis.				
Evaluation	Conduct annual survey of rider and provider satisfaction in conjunction with local Mobility Managers.				
Increase Outreach	Develop a list of resources for other language translation requirements.				

**Regional Mobility Management Proposed Budget for Three Year Pilot Project**

*This budget does not include major capital expenditures that are proposed in the plan but require a feasibility review*

	Year 1	Year 2	Year 3
<b>Personnel</b>			
Regional Mobility Manager Senior = 1 FTE	\$ 48,000	\$ 49,440	\$ 50,923
Regional Mobility Manager Junior = 1 FTE	\$ 37,000	\$ 38,110	\$ 39,253
Administrative Assistant = .5 FTE	\$ 19,000	\$ 19,570	\$ 20,157
Organizational Support	\$ 4,100	\$ 4,223	\$ 4,350
Fringe Benefits @35% of wages	\$ 31,270	\$ 38,970	\$ 40,139
<b>Subtotal Personnel</b>	<b>\$ 139,370</b>	<b>\$ 150,313</b>	<b>\$ 154,822</b>

<b>Administration</b>			
Indirect	\$ 32,500	\$ 33,150	\$ 33,979
Conference and Training Fees (not funded through RTAP)	\$ 1,000	\$ 1,020	\$ 1,046
Insurance	\$ 100	\$ 102	\$ 105
Internet Service	\$ 1,080	\$ 1,102	\$ 1,129
Membership Dues	\$ 1,200	\$ 1,224	\$ 1,255
Office supplies	\$ 500	\$ 510	\$ 523
Phone (mobile and land)	\$ 1,728	\$ 1,763	\$ 1,807
Postage and delivery	\$ 250	\$ 255	\$ 261
Printing & Copying	\$ 525	\$ 536	\$ 549
Subscriptions	\$ 125	\$ 128	\$ 131
Utilities	\$ 1,100	\$ 1,122	\$ 1,150
<b>Subtotal Administration</b>	<b>\$ 40,108</b>	<b>\$ 40,910</b>	<b>\$ 41,933</b>

<b>Operations</b>			
Computer Equipment and software	\$ 3,600	\$ 3,672	\$ 3,764
Consulting Services	\$ 25,000	\$ 25,500	\$ 26,138
Custom software development	\$ -	\$ 6,000	\$ 3,000
Website development	\$ 4,000	\$ 4,080	\$ 4,182
Driver testing	\$ -	\$ 650	\$ 666
Public Notices and required advertising	\$ 1,650	\$ 1,683	\$ 1,725
Regional Program Marketing including printing	\$ 3,000	\$ 5,500	\$ 3,500
Office Space Rental	\$ 7,800	\$ 7,956	\$ 8,155
Substance abuse testing	\$ -	\$ 650	\$ 666
Training Manuals and Supplies	\$ 5,000	\$ 5,100	\$ 5,228
Translation services	\$ 500	\$ 1,250	\$ 1,281
<b>Subtotal Operations</b>	<b>\$ 50,550</b>	<b>\$ 62,041</b>	<b>\$ 63,592</b>

<b>Travel</b>			
Mileage (State rate of .445 cents per mile)	\$ 5,233	\$ 5,338	\$ 5,471
Per-diem (State rate average \$34)	\$ 510	\$ 520	\$ 533
Accommodations (State rate of \$60 per night)	\$ 1,008	\$ 1,028	\$ 1,054
Plane Fare	\$ 1,500	\$ 1,530	\$ 1,568
<b>Subtotal Travel</b>	<b>\$ 8,251</b>	<b>\$ 8,416</b>	<b>\$ 8,627</b>
<b>Program Total</b>			
	<b>\$ 238,279</b>	<b>\$ 261,680</b>	<b>\$ 268,974</b>
<b>Three Year Total</b>			<b>\$ 768,934</b>
<b>Matching funds if required at 90/10 split</b>			<b>\$ 76,893</b>

## Appendix

### Authorizing Executive Order

#### Executive Order 13330 of February 24, 2004 Human Service Transportation Coordination

By the authority vested in me as President by the Constitution and the laws of the United States of America, and to enhance access to transportation to improve mobility, employment opportunities, and access to community services for persons who are transportation-disadvantaged, it is hereby ordered as follows:

Section 1. This order is issued consistent with the following findings and principles:

- (a) A strong America depends on citizens who are productive and who actively participate in the life of their communities.
- (b) Transportation plays a critical role in providing access to employment, medical and health care, education, and other community services and amenities. The importance of this role is underscored by the variety of transportation programs that have been created in conjunction with health and human service programs and by the significant federal investment in accessible public transportation systems throughout the Nation.
- (c) These transportation resources, however, are often difficult for citizens to understand and access, and are more costly than necessary due to inconsistent and unnecessary federal and state program rules and restrictions.
- (d) A broad range of federal program funding allows for the purchase or provision of transportation services and resources for persons who are transportation-disadvantaged. Yet, in too many communities, these services and resources are fragmented, unused, or altogether unavailable.
- (e) Federally assisted community transportation services should be seamless, comprehensive, and accessible to those who rely on them for their lives and livelihoods. For persons with mobility limitations related to advanced age, persons with disabilities, and persons struggling for self-sufficiency, transportation within and between our communities should be as available and affordable as possible.
- (f) The development, implementation, and maintenance of responsive, comprehensive, coordinated community transportation systems is essential for persons with disabilities, persons with low incomes, and older adults who rely on such transportation to fully participate in their communities.

Sec. 2. Definitions.

- (a) As used in this order, the term “agency” means an executive department or agency of the federal government.
- (b) For the purposes of this order, persons who are transportation-disadvantaged are persons who qualify for federally conducted or federally assisted transportation-related programs or services due to disability, income, or advanced age.

Sec. 3. Establishment of the Interagency Transportation Coordinating Council on Access and Mobility.

(a) There is hereby established, within the Department of Transportation for administrative purposes, the “Interagency Transportation Coordinating Council on Access and Mobility” (“Interagency Transportation Coordinating Council” or “Council”). The membership of the Interagency Transportation Coordinating Council shall consist of:

(i) the Secretaries of Transportation, Health and Human Services, Education, Labor, Veterans Affairs, Agriculture, Housing and Urban Development, and the Interior, the Attorney General, and the Commissioner of Social Security; and

(ii) such other federal officials as the Chairperson of the Council may designate.

(b) The Secretary of Transportation, or the Secretary’s designee, shall serve as the Chairperson of the Council. The Chairperson shall convene and preside at meetings of the Council, determine its agenda, direct its work, and, as appropriate to particular subject matters, establish and direct subgroups of the Council, which shall consist exclusively of the Council’s members.

(c) A member of the Council may designate any person who is part of the member’s agency and who is an officer appointed by the President or a full-time employee serving in a position with pay equal to or greater than the minimum rate payable for GS–15 of the General Schedule to perform functions of the Council or its subgroups on the member’s behalf.

Sec 4. Functions of the Interagency Transportation Coordinating Council.

The Interagency Transportation Coordinating Council shall:

(a) Promote interagency cooperation and the establishment of appropriate mechanisms to minimize duplication and overlap of federal programs and services so that transportation-disadvantaged persons have access to more transportation services;

(b) Facilitate access to the most appropriate, cost-effective transportation services within existing resources;

(c) Encourage enhanced customer access to the variety of transportation and resources available;

(d) Formulate and implement administrative, policy, and procedural mechanisms that enhance transportation services at all levels; and

(e) Develop and implement a method for monitoring progress on achieving the goals of this order.

Sec. 5. Report. In performing its functions, the Interagency Transportation Coordinating Council shall present to me a report not later than 1 calendar year from the date of this order. The report shall:

(a) Identify those federal, state, tribal and local laws, regulations, procedures, and actions that have proven to be most useful and appropriate in coordinating transportation services for the targeted populations;

(b) Identify substantive and procedural requirements of transportation related federal laws and regulations that are duplicative or restrict the laws’ and regulations’ most efficient operation;

(c) Describe the results achieved, on an agency and program basis, in:

(i) Simplifying access to transportation services for persons with disabilities, persons with low income, and older adults;



- (ii) Providing the most appropriate, cost-effective transportation services within existing resources; and
- (iii) Reducing duplication to make funds available for more services to more such persons;
- (d) Provide recommendations to simplify and coordinate applicable substantive, procedural, and administrative requirements; and
- (e) Provide any other recommendations that would, in the judgment of the Council, advance the principles set forth in section 1 of this order.

#### Sec. 6. General.

- (a) Agencies shall assist the Interagency Transportation Coordinating Council and provide information to the Council consistent with applicable law as may be necessary to carry out its functions. To the extent permitted by law, and as permitted by available agency resources, the Department of Transportation shall provide funding and administrative support for the Council.
- (b) Nothing in this order shall be construed to impair or otherwise affect the functions of the Director of the Office of Management and Budget relating to budget, administrative, or legislative proposals.
- (c) This order is intended only to improve the internal management of the executive branch and is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person.

## United We Ride

In February 2004, Presidential Executive Order #13330 on Human Services Transportation Coordination established the Interagency Transportation Coordinating Council on Access and Mobility (CCAM) to oversee activities and to make recommendations that advance the goals of the Order to improve human services transportation coordination through multiple federal programs (including the FTA grant programs).

CCAM created United We Ride (UWR) as a federal interagency initiative aimed at improving the availability, quality, and efficient delivery of transportation services for older adults, people with disabilities, and individuals with lower incomes. UWR facilitates coordination between transportation and human services programs and provides useful information, reports, and strategies through its acclaimed information portals on the FTA website.

In August 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) mandated that projects selected for funding from the FTA Section 5310 Elderly and Disabled Specialized Transit Program, FTA Section 5316 Job Access and Reverse Commute Program, and FTA Section 5317 New Freedom Grant Program must be derived from a Coordinated Public Transit-Human Services Transportation Plan (Coordinated Plan). The Coordination Plan identifies transportation needs, available services, strategies, and implementation priorities.

## Definitions and Acronyms

Term	Acronym	Definition
Americans with Disabilities Act of 1990	ADA	The federal legislation that provides rights and protections to persons with disabilities.
Area Agency on Aging	AAA	A federally-funded organization that focuses on the needs of the elderly. These agencies are usually defined by a geographic service area and provide some financial support for organizations that provide transportation services to the elderly.
Arizona Department of Transportation	ADOT	The state agency responsible for overseeing all surface transportation and transit/transportation programs, funding, and compliance.
Certified Community Transit Manager	CCTM	A certification awarded to a person who has received the requisite training in sound management practices for transit/transportation services.
Commercial Drivers License	CDL	A type of license required of transit drivers who drive a vehicle with 16 or more passenger seats, including the driver.
Community Transit Association of America	CTAA	A national association that provides technical assistance and other resources to transit/transportation providers across the US.
Coordinated Mobility Program		The collective term for FTA funded programs at ADOT including 5310, 5316, and 5317 programs.
Council of Governments	COG	A geographically based, state mandated organization that provides planning services for, and represents the interests of, non-urban, municipal and county governments who are members. COGs may have names that are acronyms as well. i.e. SouthEastern Arizona Council of Governments Organization, SEAGO or Central Arizona Association of Governments, CAAG. Most states have COGs.
Dial-a-ride		A transportation service similar to Demand-Response whereas the passenger need only call to make a request for a ride.
Demand-Response		A transportation service characterized by flexible routing and scheduling of relatively small vehicles to provide door-to-door or point-to-point transportation at the user's demand; and that operates either on the street and highway system.
Department of Economic Security	DES	A department of the state that oversees the provision of federal and state subsidy dollars to needy families.
Developmental Disabilities	DD	Lifelong disabilities attributable to mental or physical impairments, manifested prior to age 18.
Disadvantaged Business Enterprise	DBE	A status and certification awarded to companies who meet the requirements of a disadvantaged, minority, or woman owned business. The state works to assure that a stated percentage of federal contract dollars go to DBE companies.

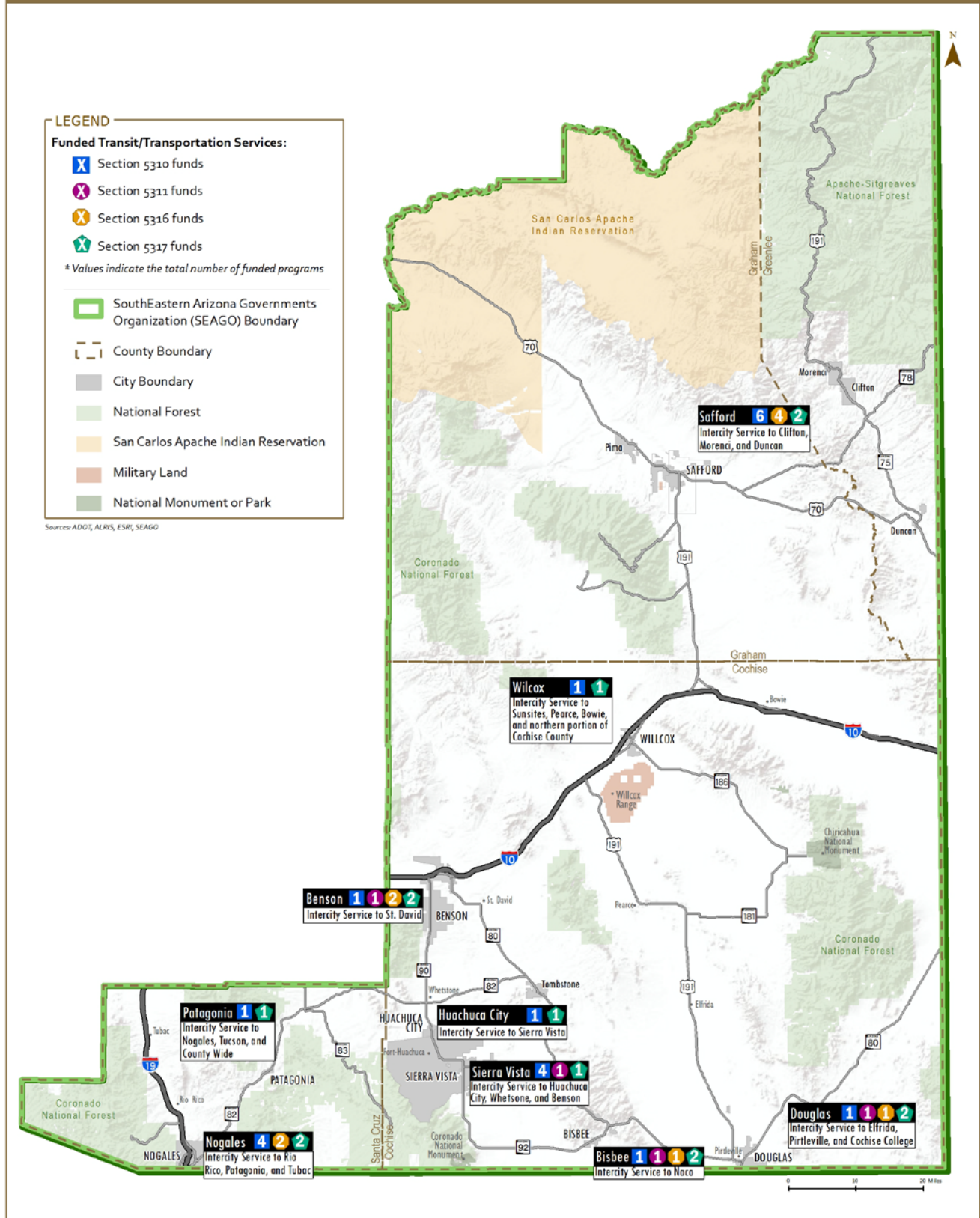
Fare		The designated payment for a ride on a passenger vehicle, whether cash, tokens, transfer, coupon, or pass.
Federal Highway Administration	FHWA	A division of federal government that oversees and administers federal transportation funding and legislative appropriations related to transportation.
Federal Transit Administration	FTA	A subdivision of the FHWA that oversees and administers federal transit funding and legislative appropriations related to Transit.
Fixed Route		Transportation service operated over a set route, or network of routes, generally on a regular time schedule.
Global Positioning System	GPS	A space-based satellite navigation system that provides location and time information in all weather, anywhere on or near the Earth, where there is an unobstructed line of sight to four or more GPS satellites. It is maintained by the United States government and is freely accessible to anyone with a GPS receiver.
Human Services Coordination Plan	HSCP	A plan conceived and developed by human services providers and transit/transportation provider to maximize the effectiveness and efficiency of transit/transportation available to the public
Inter-City Transportation		Transportation service between cities, usually on a fixed route and fixed schedule by certified carriers.
Intergovernmental Agreement	IGA	An agreement between two or more governmental entities that is ongoing or expires at an agreed upon date.
International Port of Entry	POE or IPOE	An international border crossing typically used for the transit of people and products from one country to another.
Job Access Reverse Commute	JARC	The name of a part of the federal SAFETEA-LU legislation that provided funding to support the transportation needs of low income individuals commuting to work, or work related activities. This is also known as 5316 funding.
Joint Project Agreement	JPA	An agreement that is similar to an IGA that is project based.
Local Mobility Management	LMM	A Mobility Management System that covers a single geographic area or community.
Memorandum of Agreement	MOA	Also called a cooperative agreement and very much like an MOU, this is a document written between parties to cooperatively work together on an agreed upon project or meet an agreed objective. The purpose of an MOA is to have a written understanding of the agreement between parties.
Memorandum of Understanding	MOU	A document describing a bilateral or multilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action. It is often used in cases where parties either do not imply a legal commitment or in situations

		where the parties cannot create a legally enforceable agreement. It is a more formal alternative to a gentlemen's agreement.
Metropolitan Planning Organization	MPO	A planning organization that serves an urban area of more than 50,000 people. Similar to COGs in function.
Mobility Manager or Mobility Management	MM	The person or entity responsible for overseeing and dissemination of Mobility Management Services or systems - See also MMS
Mobility Management System	MMS	The provision of planning and other coordinated support services to Human Service providers, Transit/Transportation providers, local governments, funders, and others who are interested in improving access to quality transit/transportation services.
Multi-Modal Division of ADOT		The subdivision of ADOT that oversees transit/transportation planning, funding, reporting, and compliance
New Freedom		The name of a part of the federal SAFETEA-LU legislation that provides funding to support transit/transportation services that go above and beyond the current ADA requirements in providing equitable service. This is also known as 5317 funding.
Para Transit		One of several forms of small-capacity passenger transportation including taxis, car pools, specialized vans, Dial-A-Ride, and shared-ride.
Passenger Miles		The total number of passengers carried by a transit system divided by the number of miles traveled.
Passenger Trip		One person making a one-way trip from origin to destination. One round trip equals two passenger trips.
Regional Mobility Management	RMM	A Mobility Management System that covers a selected geographic area or region. Usually includes more than one geographic unit. i.e. neighborhood, community, county, multi-county area.
Rural		A community with a population of 50,000 or less. Or an unincorporated area.
Rural Transit Assistance Program	RTAP	A federally funded program that provides training and support to rural transit/transportation providers. This program is administered by ADOT.
Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users	SAFETEA-LU	Public Law 109-59; <b>SAFETEA-LU</b> is a funding and authorization bill that governs United States federal surface transportation spending. ADOT is the pass through agency for funds coming from SAFETEA-LU
SouthEastern Arizona Council of Governments Organization	SEAGO	A 501(c)3, membership Council of Governments (COG) that serves Graham, Greenlee, Cochise, and Santa Cruz Counties in Arizona

Technical Assistance	TA	A variety of types of assistance provided by a professional, or person, with expertise to an individual, or organization, that is specific to a certain activity, such as Transit/Transportation.
Transit System		The facilities, equipment, personnel, and procedures needed to provide and maintain public transportation service.
Transportation		Movement of people or goods from one place to another by public or private means.

# Maps

## SEAGO Regional Mobility Management



**PUBLIC NOTICE**

**MAY 2012**

**PURSUANT TO A.R.S. SECTION, 38-431.02 NOTICE IS HEREBY GIVEN TO THE GENERAL PUBLIC, WITHIN TWENTY-FOUR HOURS, THAT THE SOUTHEASTERN ARIZONA GOVERNMENTS ORGANIZATION (SEAGO) WILL HOLD PUBLIC INFORMATION AND INPUT SESSIONS ON THE REGIONAL MOBILITY MANAGEMENT STUDY AND RECOMMENDATIONS FOR COCHISE, GRAHAM, GREENLEE, AND SANTA CRUZ COUNTIES:**

**SANTA CRUZ COUNTY**

**Tuesday, June 12, 2012, 2:00 p.m.**  
**Southeast Arizona Area Health Education Center**  
1171 W. Target Range Road, Nogales, AZ 85621

**COCHISE COUNTY**

**Thursday, June 14, 2012, 10:00 a.m.**  
**Sierra Vista Public Works Training Room**  
401 Giulio Cesare Ave., Sierra Vista, AZ 85635

**GRAHAM AND GREENLEE COUNTIES**

**Tuesday, June 19, 2012, 10:00 a.m.**  
**Easter Seals Blake Foundation, Main Street Café Banquet Room**  
523 Main Street, Safford, AZ 85546

**Agenda for the Public Meeting**

**Review of and Public Input for the Regional Mobility Management Study and Recommendations which can be viewed at [www.seago.org](http://www.seago.org)**

**AGENDA SHALL ALSO BE POSTED AT EACH LOCATION FOR YOUR CONVENIENCE. ANYONE NEEDING SPECIAL ACCOMMODATIONS TO ATTEND THIS MEETING SHOULD CONTACT MELANIE GREENE AT (520) 255-3274, AT LEAST 48 HOURS PRIOR TO THE MEETING. FOR FURTHER INFORMATION, PLEASE CALL MS. GREENE.**

**FOR IMMEDIATE RELEASE:**

**CONTACT:**

**Melanie Greene, M. Greene Planning & Resource Development**  
**520-255-3274**  
[Melanie@mgreeneprd.com](mailto:Melanie@mgreeneprd.com)

**SEAGO seeks public input on Regional Mobility Management study and plan.**

**The SouthEastern Arizona Governments Organization, SEAGO, with support from the Arizona Department of Transportation (ADOT), is considering the development of a Regional Mobility Management program that would serve Cochise, Graham, Greenlee, and Santa Cruz Counties. A study and recommendations on how Regional Mobility Management would be most useful in the area has been conducted and the organization now seeks public input before submitting its proposal to ADOT.**

**“A Regional Mobility Management program can create greater access to public and private human transportation options for the public”, said Randy Heiss, Executive Director for SEAGO. “In addition, the program can help reduce costs to providers and create greater efficiencies both administratively and financially for those who work so hard to provide transportation options to the elderly, disabled, and low-income individuals seeking jobs.”**

**Three public meetings have been scheduled to review the draft study and recommendations and solicit public input. The study and recommendations can be found at [www.seago.org](http://www.seago.org).**

**Scheduled public meetings include:**

**SANTA CRUZ COUNTY**

**Tuesday, June 12, 2012, 2:00 p.m.**  
**Southeast Arizona Area Health Education Center**  
1171 W. Target Range Road, Nogales, AZ 85621

**COCHISE COUNTY**

**Thursday, June 14, 2012, 10:00 a.m.**  
**Sierra Vista Public Works Training Room**  
401 Giulio Cesare Ave., Sierra Vista, AZ

**GRAHAM AND GREENLEE COUNTIES**

**Tuesday, June 19, 2012, 10:00 a.m.**  
**Easter Seals Blake Foundation, Main Street Café Banquet Room**  
523 Main Street, Safford, AZ

**Contact Melanie Greene, M. Greene Planning & Resource Development, by phone at 520-255-3274 or e-mail [melanie@mgreeneprd.com](mailto:melanie@mgreeneprd.com) , if you need special accommodation (must be requested 48 hours in advance of the meeting time) or if you cannot attend a meeting, but wish to comment.**



**Transit Coordination Meeting**  
Tuesday June 12, 2012 @ 2:00 p.m.  
Southeast Arizona Area Health Education Center  
1171 W. Target Range Road  
Nogales, Arizona

**Agenda**

- Welcome
- Nogales Rides Update (J. Guerra)
- AzTA/ADOT Annual Spring Conference
- BASTIIA Status (R. Ohnstad)
- Regional Mobility Management Plan (M. Greene/C. Gastelum)
- Open Discussion
- Adjourn

Cochise County  
Transit Coordination Meeting  
Thursday, June 14th, 2012  
10:00 a.m.  
Sierra Vista Public Works Building  
401 Giulio Cesare Avenue  
Sierra Vista, AZ

**Agenda**

- Introductions/Program Updates
- Public Meeting-Regional Mobility Management Study and Recommendations
- ADOT Coordinated Mobility Grants Timeline : FY 2013
- Questions/Concerns
- Adjourn
- Next Meeting: July 12, 2012

**EASTER SEALS BLAKE FOUNDATION**  
***GRAHAM/GREENLEE***  
***TRANSPORTATION COORDINATION***  
***PLAN AGENDA***

**DATE:** June 19, 2012  
**TIME:** 10:00 to 11:30

**LOCATION:** Easter Seals Blake Foundation, Main Street Cafe  
523 Main Street, Safford – Banquet Room  
Cheryl Wilson-928-428-5990

**ATTENDEES:** All section 5310 program managers within Graham and Greenlee Counties, and any non-profit and private transit service providers.

1. Introductions
2. Update on Fixed Route San Carlos to Safford
3. Regional Mobility Manager Plan (Melanie Greene)
4. New Business
5. Next meeting July 17, 2012

# Graham/Greenlee TRANSPORTATION COORDINATION PLAN SIGN IN SHEET

NAME	DATE	E MAIL ADDRESS	PHONE #
Cheryl Wilke	6-19-12	curlyson@blake.easterseals.com	928-428-5990
Kathleen Hearn	6-19-12	Kheard@seago.org	520-432-5301
Connie Grestelum	6-19-12	connie@mgreeneprod.com	520-456-711
Dorothy Hays	6/19/2012	rheiss@seago.org	5204325201
Chris Gibbs	6/19/12	mayorgibbs@ci.safford.az.us	928-432-9855
Deborah Gibbs	6/19/12	CSdeb@hotmail.com	322-0236
Chris Vertrees	6/19/12	chvertrees@SEAGO.org	520-432-2301
Rayce Hunt	6/19/12	Rayce@SEACUS.org	428-3229
Marie Freestone	6/19/12	marie@graham-chamber.com	428-2511
Veronica Evans	6/19/12	vevans@tant.seat.asn.gov	4755011
Andree Stevens	6/19/12	astevens@tant.seat-usn.gov	475-5011
Bea Kniffin	6/19/12	dkniffin@tant.seat-usn.gov	475-5011
PAM PATT	6/19/12	admin@gccsafford.org	428-7918 #228
Bob Rivera	6-19-12	BRIVERA@thatcher.AZ.GOV	928-228-9116
John Morast	6/19/12	john.morast@gmail.com	
Deborah Arcegel	6-19-12	seacapdk@guestoffice.net	
Melissa Matlock	6-19-12	mmatlock@Blake.easterseals.com	405-6218
Heather Ballard	6-19-12	heatherballard@vtc.net	928-424-4437



Cochise County Coordination Meeting and Regional Mobility Management Study 06/14/2012 10:00 a.m.					
Initial if present					
	Arizona Counseling and Treatment Services	Thomasine Friend	2039 W. Wilcox Sierra Vista, AZ 85635	520-255-3228	<a href="mailto:tfriend@actyuma.net">tfriend@actyuma.net</a>
<i>AM</i>	Bisbee Bus 5311	Lisa Marra	118 Arizona St. Bisbee, AZ 85603	520-432-6016	<a href="mailto:lmarra@cityofbisbee.com">lmarra@cityofbisbee.com</a>
<i>CC</i>	Catholic Community Services	Anna Chamberland Christina Riddle	1116 "G" Avenue Suite 5 Douglas, AZ 85607	520-364-4474	<a href="mailto:annac@ccs-seaz.org">annac@ccs-seaz.org</a> <a href="mailto:annac@ccs-soaz.org">annac@ccs-soaz.org</a> <a href="mailto:christinar@ccs-seaz.org">christinar@ccs-seaz.org</a>
<i>CHR</i>	Cochise County Association for the Handicapped	Luis Ruiz Andrea Miller	P.O. Drawer AM 1556 Naco Hwy Bisbee, AZ 85603	520-32-5771	<a href="mailto:lruiz@ccahbisbee.org">lruiz@ccahbisbee.org</a> <a href="mailto:amiller@ccahbisbee.org">amiller@ccahbisbee.org</a>
<i>✓</i>	City of Benson	Glenn Nichols Jim Cox Cheri Shull	120 West 6 <sup>th</sup> Street Benson, Arizona 85602	520-720-6323	<a href="mailto:ghnichols@cityofbenison.com">ghnichols@cityofbenison.com</a> <a href="mailto:jcox@cityofbenison.com">jcox@cityofbenison.com</a> <a href="mailto:CShull@cityofbenison.com">CShull@cityofbenison.com</a>
<i>✓</i>	City of Douglas	Christina Gomez Xenia Gonzalez Humberto Rivera	425 10 <sup>th</sup> Street Douglas, AZ 85607	520-417-7383	<a href="mailto:Christina.Gomez@douglasaz.gov">Christina.Gomez@douglasaz.gov</a> <del><a href="mailto:Xenia.Gonzalez@douglasaz.gov">Xenia.Gonzalez@douglasaz.gov</a></del> <a href="mailto:Humberto.Rivera@douglasaz.gov">Humberto.Rivera@douglasaz.gov</a>
<i>TR</i>	City of Sierra Vista	Ryan Kooi Thomas Reardon	401 Giulio Cesare Avenue Sierra Vista, AZ 85635	520-458-5775	<a href="mailto:Ryan.Kooi@sierravistaaz.gov">Ryan.Kooi@sierravistaaz.gov</a> <a href="mailto:Thomas.Reardon@sierravistaaz.gov">Thomas.Reardon@sierravistaaz.gov</a>
<i>KCC</i>	Cochise County	Karen Lamberton	1415 Melody Lane Bisbee, AZ 85603	520-432-9300	<a href="mailto:klamberton@cochise.az.gov">klamberton@cochise.az.gov</a>

\* correction

	Community Food Bank	Jessie Baxter	P.O. Box 26727 Tucson, AZ 86756	520-622-0525	<a href="mailto:jbaxter@communityfoodbank.org">jbaxter@communityfoodbank.org</a>
/	Douglas ARC	Gary Clark	PO Box 252 Douglas, AZ 85608	520-364-7473	<a href="mailto:douglasarc@theriver.com">douglasarc@theriver.com</a>
		John Vaughn		520-364-4302	<a href="mailto:dvtc@theriver.com">dvtc@theriver.com</a>
	Horizon - Cochise	Debbie Sineath	999 E. Fry Blvd. Ste 303 Sierra Vista, AZ 85635	520-417-2771	<a href="mailto:sierra@horizonhumanservices.org">sierra@horizonhumanservices.org</a>
		Marsha Ashcroft	210 E. Cottonwood Casa Grande, AZ 85122	520-836-1688	<a href="mailto:mashcroft@horizonhumanservices.org">mashcroft@horizonhumanservices.org</a>
/	Huachuca City	Lisa Lewis	500 N. Gonzales Blvd. Huachuca City, AZ 85616	520-456-1354	<a href="mailto:llewis@huachucapl.lb.az.us">llewis@huachucapl.lb.az.us</a>
		Patricia Woodruff			<a href="mailto:pann37@cis-broadband.com">pann37@cis-broadband.com</a>
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Public Hearing - Regional Mobility Management Plan  
6/12/2012 Nogales, AZ

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		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
	<b>Improve Access for Riders</b>		
	Identify and prioritize geographic gaps in service with each Coordination Council		
	Identify potential coordinated solutions		
	Update Coordination Plan to include solutions and timeline and include in application cycles		
	Identify and prioritize gaps in reaching different client bases (i.e. veterans) with each Coordination Council		
	Identify potential coordinated solutions to reaching client groups		
	Develop and implement plan for a one-call/one click transit/transportation information system		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
<b>Improve Outreach to the Public</b>			
	Identify all forms of transit/transportation available in the region		
	Establish a web based transit/transportation information system that can be linked to partners and human services organizations		
	Develop/print booklet or brochure cataloguing transit/transportation services to be disseminated region wide		
	Ensure that all outreach efforts are linked to each other and to all stakeholders		
	Create and produce rider training course for seniors, youth and other groups as defined by the Coordination Councils		
	Create a ride-share information system that is web-based and addresses short and long distance ride needs with special emphasis on jobs access		
	Establish translation services for transit/transportation providers who wish to have their rider guides and other related materials in Spanish		
	Develop a list of resources for other language translation requirements		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
	<b>Administrative Services to help Providers</b>		
	Provide assistance to local Mobility Managers in developing coordinated emergency response plans and protocols		
	Develop and produce a training workshop for administrators on Civil Rights, ADA, Title VI, DBE and EEO compliance requirements		
	Develop a standard template of approved LEP, ADA, Title VI and EEO plans for providers who need to update or adopt these required policies		
	Assist local Mobility Managers in assisting providers to conduct a self-evaluation of compliance with regard to 5300 program assurances		
	Develop a centralized procurement program that includes a DBE plan and access to local, state, and federal contracts and is available to providers on a voluntary basis		
	Develop system to provide DBE compliance assurance and contract information to ADOT		
	Develop a regional transit/transportation marketing plan and provide Marketing assistance to local Mobility Managers and providers		
	Develop boilerplate templates and training for Security plans, Contingency plans, Financial plans, etc. and make them available to providers through local Mobility Managers.		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
	<b>Administrative Services to help Providers</b>		
	Work with local Mobility Managers to create mapped information that is useful to providers and riders		
	Assist local Mobility Managers in the centralized creation of public notices, public hearings, public meetings, and stakeholder presentations		
	Provide assistance and training to providers in developing organizational transit/transportation budgets		
	Provide assistance and training to providers in developing short and long term transit/transportation plans		
	Work with ADOT to create a Single Application policy and process whereby the Regional Mobility Manager submits a single 5300 application on behalf of local providers		
	Develop and implement a centralized gathering of ridership statistics		
	Develop and implement a centralized reporting system for state and federal agencies		
	Maintain and update annual Coordination Plan and service/system priorities		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
<b>Operations Services to help Providers</b>			
	Develop Driver Training program that includes cross training with other agencies for use when providers need to borrow a driver		
	Create and manage a Driver Pool that recruits, selects, and trains drivers that can be hired by providers or used as back up		
	Develop a standard template of approved operations policies and plans including vehicle maintenance, pre- and post-inspection, customer services, customer complaints, accidents, incidents, security, deviations, hazards, etc. which can be adopted by providers who do not have compliant policies and plans.		
	Promote the development of coordinated route/schedules and connections between 5311 and 5300 programs		
	Develop a dispatch system whereby the regional Mobility Manager can assist local Mobility Managers in providing centralized back-up dispatch services		
	Monitor state and national trends and provide timely information and analysis of best practices to local Mobility Managers		
	Assist local Mobility Managers and providers in developing short and long range operations plans including capital equipment needs		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
<b>Technologies to help providers</b>			
	Confirm feasibility and implement common GPS enhanced, route/schedule software that will facilitate inter-city connections and riders using multiple transit/transportation providers for a single trip		
	Confirm feasibility and implement common smart card technology to facilitate centralized rider data collection, fare collection, and fare payments from riders who use alternative or multiple providers		
	Develop rider data collection so as to be useful for providers who must report to multiple local, state, and federal agencies		
	Develop a plan for use of common communications equipment that will be familiar to the Driver Pool, can be procured collectively, and maintained and upgraded efficiently		
	Investigate and implement technologies needed so that providers can procure state or local government contracted services (maintenance and repair) and products (fuel, tires, parts) and be billed for them		
	Monitor state and national trends on environmentally friendly technologies including vehicles and provide timely information and analysis to local Mobility Managers		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
	<b>Cost Saving Measures to help providers</b>		
	Work with ADOT to access the State vehicle insurance pool or develop a regional insurance pool		
	Work with ADOT and local governments to design a system of fuel contract access and billing (card readers)		
	Work with ADOT and local governments to secure maintenance and repair services at either government operated garages or ADOT garages (Determine if contracts between providers and ADOT for transit/transportation services supersede non-competition regulations, thus allowing state and local governments to provide services even when vehicles are not under lien.)		
	Work with ADOT to secure access to the Arizona State Purchasing Cooperative for any provider using a vehicle under lien by ADOT or who has a contract with ADOT to provide transit/transportation services		
	Provide centralized, cooperative procurement and DBE reporting for services, communications, and capital equipment		



		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
<b>Advocacy for Policy Development</b>			
	Provide support and educational outreach to local and statewide associations and government entities so that rural transit/transportation concerns are included in their goals and objectives		
	Provide support and educational outreach for the development of a state dedicated funding resource to support local and regional rural transit/ transportation		
	Provide support and educational outreach for the development of state policy allowing for a single application for regional transit/transportation funding under the 5310, 16, & 17 programs		
	Provide support and educational outreach for the development of state policy allowing for use of state procurement contracts		
	Provide support and educational outreach to determine the need for a regional, rural transportation authority(s)		
	Provide support and educational outreach for the development of additional 5311 programs in Safford and Nogales		
	Provide support and educational outreach for the enhancement of intercity services among existing 5311 programs		
	Provide support and outreach for the inclusion of transit/transportation considerations in land use policy development at a local and county level		

		Prioritize <b>each section</b> with 1 being the most important	Notes - add new ideas to the bottom of the page and include them in the priority ranking - comment on these ideas in this column
<b>Evaluation of the Regional Mobility Management Program</b>			
	Develop and maintain goals and measurable objectives for regional Mobility Management in conjunction with local Mobility Manger and provider		
	Establish performance measures and evaluate performance annually		
	Establish true costs measures for providers within the context of Regional Mobility Management as compared to potential costs without regional Mobility Management		
	Establish a base line of region wide ridership and determine level of increase/decrease annually with analysis as to trends and reasons for changes		
	Conduct annual survey of rider and provider satisfaction in conjunction with local Mobility Managers		
	Provide annual performance report to all stakeholders		
	Assist local Mobility Managers in construction evaluation tools for local providers		