

BISBEE BUS

TRANSIT ROUTE EFFICIENCY STUDY



2025



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1 Introduction

1.1 Location

The City of Bisbee is in the southeastern corner of the state of Arizona in Cochise County. A former mining town, the City limits encompass what were townsites in the early 20th century. These include old Bisbee (the original community), Warren (a bedroom community for mining management established in 1907 as Arizona's first planned community), and San Jose (developed in the 50s and 60s). There are smaller neighborhoods interspersed between these three main neighborhoods, each connected within the City Limits by state highways 80 and 92. The population of Bisbee is 4,994.¹

1.2 Background

In 2024, Southeastern Arizona Governments Organization (SEAGO) in partnership with the City of Bisbee was awarded 5305 funds from Arizona Department of Transportation's Multimodal Planning Division (ADOT) to conduct a Route Efficiency Study (Study). This Study was to review existing routes and conditions to determine if there were opportunities to improve program and route efficiency while also improving overall rider satisfaction. The Study was to be completed in June 2025; and includes recommendations for improving efficiency, addressing compliance requirements, and addressing priority responses from riders.

Using staff resources, SEAGO assigned the Study to Melanie Greene, its in-house transit planner. Ms. Greene conducted the scope of work over a six-month period.

1.3 History of Bisbee Bus Transit

Bisbee's public transit began as a rail line in 1907 that connected the now Warren neighborhood to Bisbee (known now as old Bisbee), transporting mine managers and workers, business owners and their employees between the new Warren neighborhood and the mine in Bisbee. In 1928, the rail system was converted into a bus line and ran consistently through the 1950s and into the sixties. When the mines closed in 1974, public transit services were no longer made available.



In 1986, Catholic Community Services began providing basic transit services to the City of Bisbee focusing on rides for seniors and persons with disabilities needing transportation for medical appointments and shopping. This service was funded, in large part, through the FTA 5310 program targeting transportation for seniors and people with disabilities.

In October 1998, The City of Bisbee took over responsibility for the transit service, hiring Catholic Community Services as the contracted operator. Over time, a fixed route system was established, and additional federal funding through the 5311 program was made available to support the more robust system.

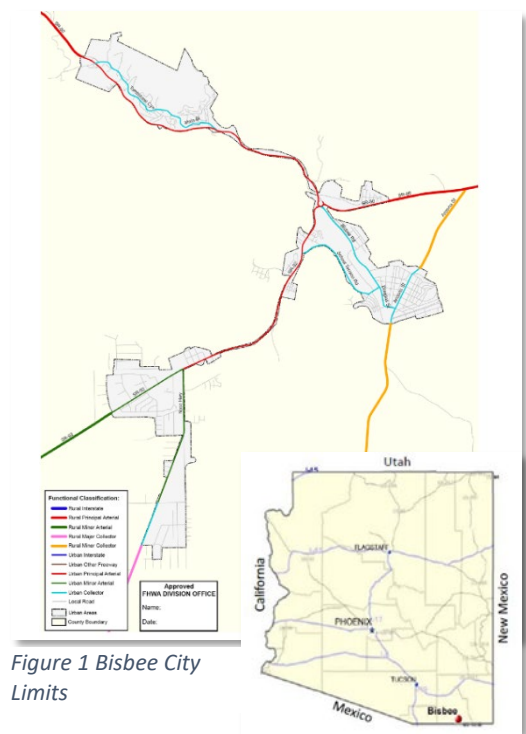


Figure 1 Bisbee City Limits

¹ 2023 Census update

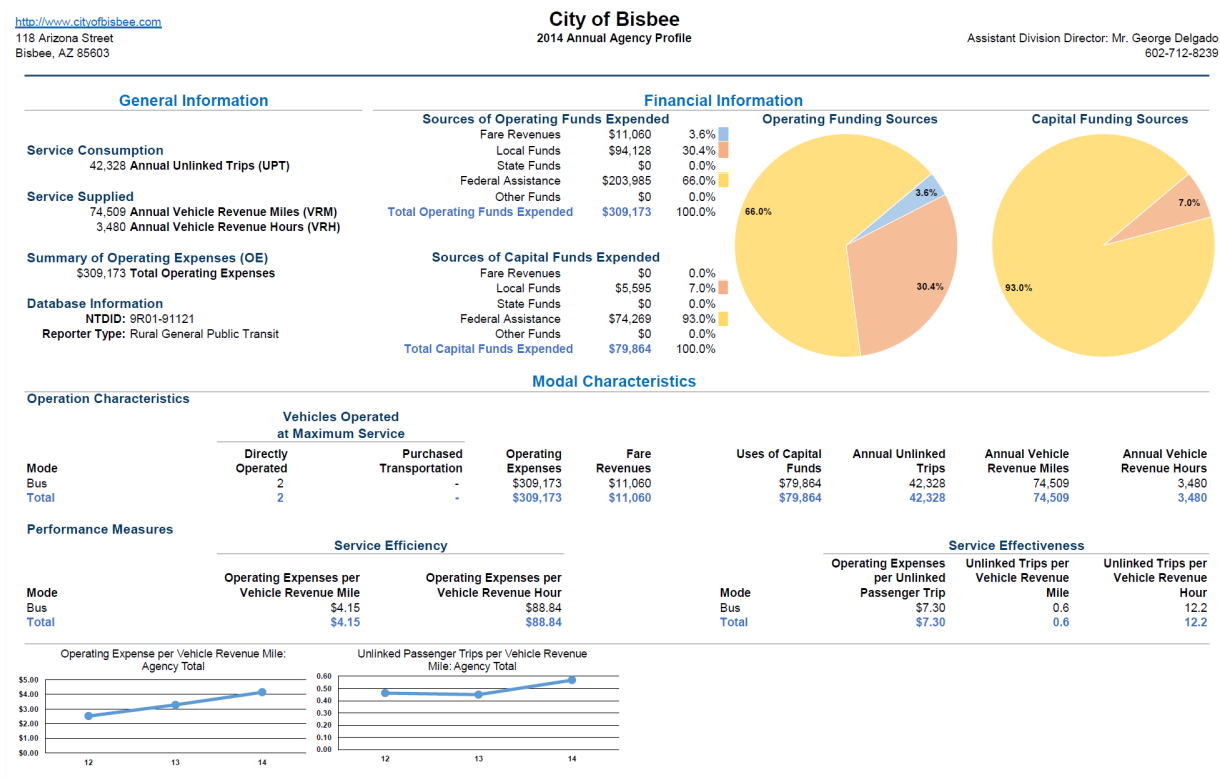
In October 2015, Catholic Community Services could no longer provide operations services for the system and the City of Bisbee hired, through an RFP process, the City of Douglas to take over the day-to-day operations of the Bisbee Bus. Douglas continues its contract with Bisbee in 2025 having provided 10 years of service to the system.



The National Transit Database (NTD) shows an historical decline in ridership for the system that may be a result of declining population, COVID-19 impact, and minimal marketing efforts. In 2024, Bisbee Bus was still feeling these impacts on its ridership, as well as cost increases brought about by supply chain issues (replacement vehicles), fuel costs, and increasing repair requirements for a fleet that is aging out of its expected useful life.

The NTD reports for 2014, 2019, and 2023, Figures 1, 2, & 3 below, show a cost-per-ride increase from \$7.30 to \$10.64 in a ten-year period – an increase of 68%. The NTD data includes periods before and after the COVID19 pandemic which took a serious toll on ridership. In 2014, ridership was over 42,000. In 2019, ridership had already dipped to 32,000 – pre pandemic. In 2023, ridership was just over 25,000 – a 40% loss in ridership over a ten-year period.

Figure 2 2014 System Statistics



Bisbee Bus Transit Route Efficiency Study 2025

Figure 3 2019 System Statistics (Pre-COVID)

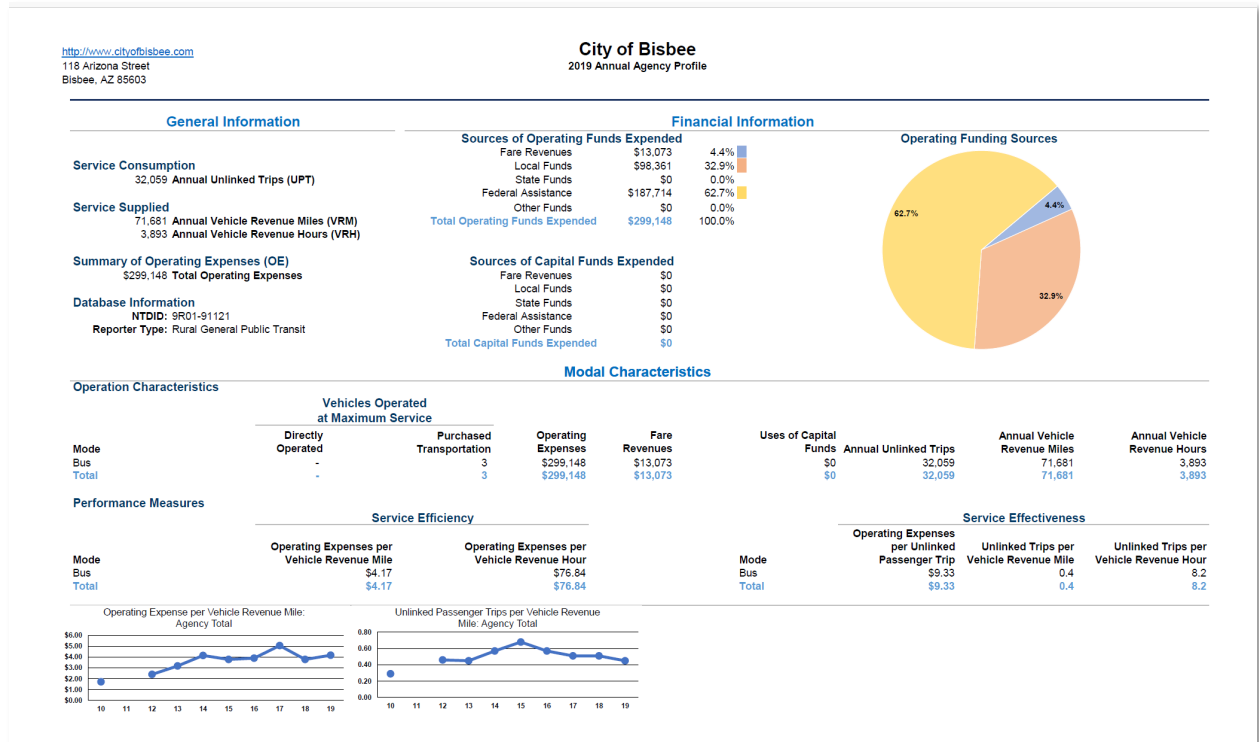
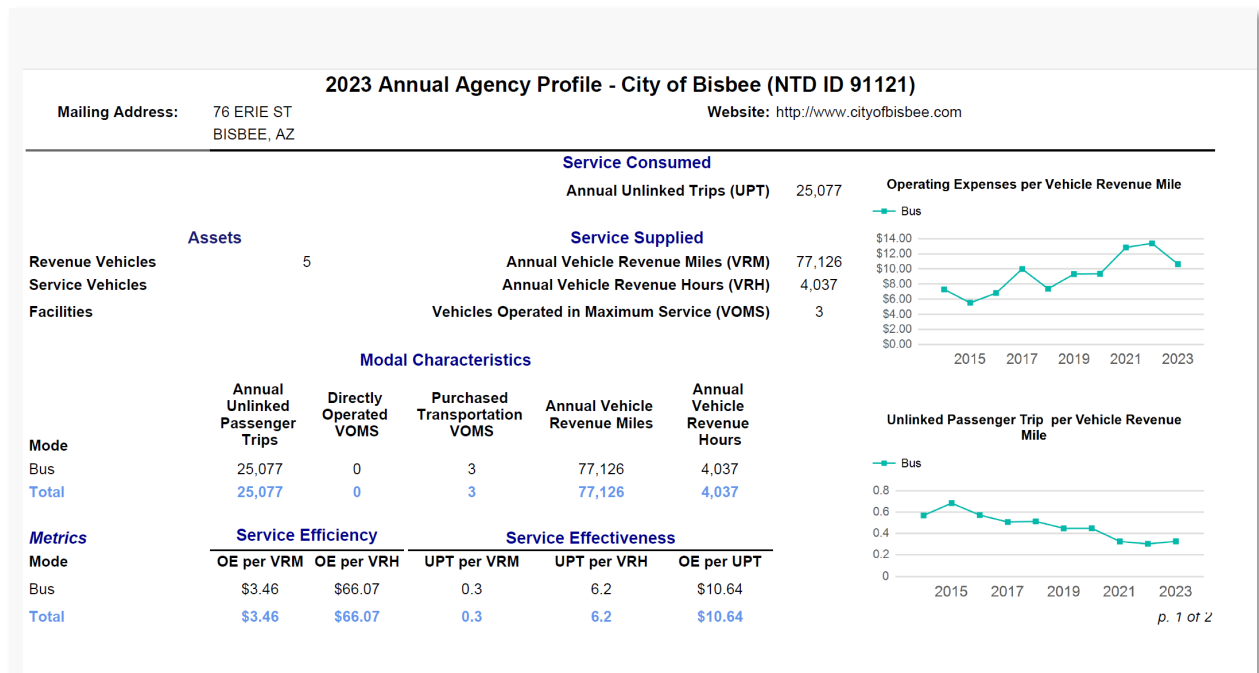


Figure 4 2023 System Statistics (COVID impacted)



2 Executive Summary

2.1 Summary of Activities

The following are the major activities conducted during the study:

- Met with operations contractor, City of Douglas (COD) transit personnel to review the scope of work and collect ridership data for the previous 12-24 months.
- Met with City of Bisbee (COB) Public Works Director, Matthew Gurney, City Manager, Stepen Pauken, and Public Works administrator, Lorena Valdez to discuss current concerns for Bisbee Transit and collect data on maintenance and repair work.
- Met with new COD Transit Manager, Perri Gojkovich, to review scope of work and discuss daily operations including driver schedules and routes.
- Held a stakeholder and TAC meeting to discuss the purpose of the study and to garner input regarding the current operations contracts, routes, and schedules.
- Held initial one-on-one meetings with drivers and Transit Manager to determine what areas of the transit program's routes and schedules, service provision, and dispatching systems were working well and concerns they had regarding the system as a whole, as well as receiving suggestions for improvements.
- Rode the fixed route on several occasions to better understand route conditions, scheduling challenges, and rider satisfaction.
- Interviewed riders while in transit to ascertain rider perceptions of performance.
- Conducted electronic and written survey of riders, in both English and Spanish, for information on originations, destinations, and ways to improve the service.
- Reviewed internal transit policies, driver training schedules and content, route schedules and maps, rider guides, and dispatching protocols and policies as they relate to route efficiency.
- Met with drivers and Transit Manager to discuss possible deviated fixed routes and schedule changes based on collected data and ride-along insights as well as discussion of possible operations policy changes.
- Met with COB personnel to discuss possible deviated fixed route and schedule changes based on collected data and ride-along insights as well as discussion of possible operations policy changes.
- Met with drivers and Transit Manager to review the draft study and obtain input prior to release of draft Study to the public.
- Held a public meeting to share preliminary recommendations and obtain input for further consideration.
- Prepared a final draft study for review by SEAGO and Bisbee Bus leadership staff for the purposes of garnering input for further changes/additions to the Study.
- Prepared and submitted final Study to City of Bisbee and ADOT.

2.2 Summary of recommendations

- Maintain a deviated fixed route choosing either the revised alternating route or new loop route.
- Reduce scheduled and flag stops by removing "never used" and "rarely used" stops including Lowell Plaza, Cantner St. on Tombstone Canyon, Wood Canyon, Garfield Park, Gym Club Suites, and County Health Department.
- Relocate Terrace Ave and Center Ave stop to Center and Cochise Row.
- Relocate Congdon & Arizona Street stop to Congdon at the Boys & Girls Club parking area.
- Add flag stop at Fairway View & Naco Hwy.
- Add flag stop at the Dollar General store on Hwy 92.

- Add flag stop at Lowell & Sacramento in Galena.
- Reduce driver shift hours to 10 hours or less per day from the 12-15 hour shifts currently driven.
- Add an additional part-time driver to cover the 6-day service week.
- Re-schedule the route providing adequate time for driver breaks (restroom and communications) and lunch periods where none exist currently.
- Revise weekday and Saturday service to accommodate time needed for deviations.
- Update driver and rider policies.
- Update service schedule and map.
- Include schedule and route on Google Maps.
- Replace or repair Bus Stop shelters and signage.
- Upgrade bike racks on buses to accommodate e-bikes and mountain bikes (in support of increased biking activity among residents and tourists and in partnership with efforts of Bisbee Bikeways).
- Add additional bus shelters at high use stops.
- Relocate bus sign poles and benches from no or low use stops.
- Work with ADOT to include a pedestrian crossing on Hwy 92 @ Fire station or south of fire station at Tin Town.
- Assure ADA accessibility at every scheduled stop.
- Develop and implement a robust marketing plan.
- Provide rider training at Sr. Center twice a year.
- Review of the COB budget to ensure true costs are reflected in both the internal budget and contractor budget.
- Develop formal financial agreement with Cochise County for support of Naco ridership.
- Develop formal agreement with Cochise County Sheriff's Department regarding rides for released inmates including schedule, dispatching, fares, and response limitations.
- Provide updated training for dispatchers and drivers.
- Utilize allocated funding for Driver uniforms.

3 Current Conditions

3.1 Service Schedule

The Bisbee Bus operates one level of service, a deviated fixed route, serving three major neighborhoods of Bisbee (old Bisbee, Warren, and San Jose), three small neighborhoods (Saginaw, Briggs, and Tin-Town), and unincorporated Naco, AZ. The City of Bisbee (COB) owns the system and contracts daily operations with the City of Douglas (COD). Deviations may be scheduled 24 hours in advance and can reach $\frac{3}{4}$ miles beyond the published route. Deviation requests are made to, and scheduled by, the contractor.

The deviated fixed route revenue hours are Monday through Friday from 5:54 a.m. until 6:30 p.m. and on Saturday from 9:30 a.m. until 4:00 p.m. Drivers are expected to deliver fares, provide pre-and-post inspections of vehicles, clean the bus, and report any maintenance or repairs in a 45-minute non-revenue period before and after each revenue service schedule.

The Bisbee Bus weekday schedule includes 12.5 hours of revenue miles plus 1.5-2 hours of non-revenue hours. The Saturday schedule includes 7 hours of revenue service with 1.5-2 hours of non-revenue hours. Additional hour(s) are charged by the drivers for training and staff meetings as required.



Figure 5 Bisbee Bus Schedule Map

The route schedule does not provide scheduled breaks or a lunch break. Drivers bring their lunch and eat intermittently while in the driver's seat of the bus whenever there is a brief wait-time or while boarding or disembarking passengers. Restroom stops are made as the schedule and location allows, including the use of a port-a-potty located at a City Park in old Bisbee. The headway for weekdays is approximately 1 hour and 20 minutes with Naco being served every other round and low income/senior housing being served when Naco is not. This pattern creates a 2.5-hour headway for residents of Naco and for those living in the two subsidized housing properties in the San Jose neighborhood.

The headway for Saturday service is approximately 1 hour and 40 minutes. This schedule makes four complete runs of the route with all stops included in each run of the route.

Both the weekday and Saturday schedules include five scheduled stop locations:

- Cantner & Tombstone Canyon (old Bisbee)
- Copper Queen Plaza/Lyric (old Bisbee)
- Bisbee City Hall (Warren)
- Safeway Store (San Jose)
- Towner St. (Naco)

The schedule also includes twenty-four individual flag stops both north and southbound and four locations where riders can call for a pickup. All scheduled stops and flag stops are included in the Saturday Schedule.

3.2 Drivers

Two drivers are assigned to the Bisbee Bus through the COD Transit Program which serves as the operations contractor. Both drivers are employed full-time (40 hrs. per week). COD provides replacement or backup drivers on an as needed basis with drivers it maintains for the Douglas Rides transit system. All drivers for the system must hold a Commercial Driver's License (CDL).

Monday, Tuesday, and Wednesday routes are driven by a Naco-based employee of COD. This driver reports to the Bisbee Public Works yard on Touvreville Road, where busses are parked, between 5:00 and 5:30 a.m. to begin pre-inspection and fueling of the vehicle. On these days, the bus completes ten runs of the route. The driver, at the end of the route day, must deliver the fares to the Police Department before returning to the yard then conduct the post-inspection, and clean the bus. Typical clock-out time is between 7:00 and 7:30 p.m. The driver may also schedule paid time for bus washing, training, and meetings.

The Thursday, Friday, and Saturday schedule is driven by a Douglas-based driver whose workday begins in Douglas where he picks up a COD-fleet car to commute to Bisbee. This driver's weekday schedule begins between 4:30 and 5:00 a.m. as it includes a 30-minute commute from Douglas to Bisbee. The weekday schedule is the same as described above with ten runs of the scheduled route. The Saturday schedule begins at 9:30 a.m. so the driver typically leaves Douglas between 8:00 and 8:30 a.m. for the 30-minute commute, leaving time enough to conduct the pre-inspection and fuel the vehicle. The Saturday schedule includes four runs of the route and ends at approximately 4:00. This driver must deliver fares to the Police Department before returning to the yard for post-inspection and cleaning.

With a 40-hour work week (each driver works three days per week) drivers are to average 13.3 hours per day. The average schedule, based on sufficient time for inspections, fueling, cleaning, and fare delivery, is typically 14 hours for the weekday driver for a weekly total of 42 hours. This driver is paid overtime for any hours over forty. The Thursday, Friday, & Saturday driver has the same 14-hour days for Thursday and Friday plus 1 hour of commute time (30 minutes each way). On Saturday, the driver logs in 1 hour of commute time, 1.5 hours for inspections, fueling, and cleaning, etc., and 6.5 revenue hours. The total for the week is typically 39 hours with one hour to utilize for other obligations as needed. These figures are based on the schedule, typical non-revenue time to complete requirements, and commute times if applicable. Hours may vary week-to-week depending on outside requirements such as training, meetings, and even end-of-day rider needs (will-call pickups for deviations, special needs, etc.). Each of the two drivers is employed full-time at 40 hrs. per week and both are eligible for overtime.

Drivers must hold a current Class B Commercial Driver's License with a Passenger (P) endorsement. CDLs are required for any driver driving a transit vehicle with sixteen passenger seats or more. The driver's seat is included in this count.

Drivers must also receive PASS and Safety training and may also receive training on Title VI requirements, Transit Policy, and Incident & Accident reporting. The City of Douglas is responsible for all driver training and licensing.

3.3 Fleet

COB owns, maintains, and repairs the fleet of cutaway busses used to operate the system. Each "in-service" vehicle is equipped with a wheelchair lift. The current TAMS² report (SEAGO website) shows the following:

<input type="checkbox"/> VIN Les...	Vehicle Status	Plate	Contact	County	Funding Sour...	Type	Year	Make	Model	Odo...	Odo Date	Condition C...
<input type="checkbox"/> City of Bisbee (7)												
<input type="checkbox"/> 7278	In Service	NJA0SA	Matthew Gurney - City of Bisbee	Cochise	5311	4-MD/LD Cut 20'-30'	2021	Ford	Starcraft	130572	03-14-25	5 - EXCELLENT
8198	In Service	1	Matthew Gurney - City of Bisbee	Cochise	5311	4-MD/LD Cut 20'-30'	2023	Ford	E350	46956	03-14-25	3 - FAIR
5402	In Service	06506M	Matthew Gurney - City of Bisbee	Cochise	5311	3-MD Bus 20'-30'	2014	Chevy	Starcraft	249624	03-14-25	4 - GOOD
1403	In Service	0083JD	Matthew Gurney - City of Bisbee	Cochise	5311	3-MD Bus 20'-30'	2018	Chevrolet	Starcraft	143816	03-14-25	4 - GOOD

Figure 6 Bus Inventory

All vehicles are equipped with GPS tracking. COD dispatchers and the Operations Manager have access to the data in real time, allowing COD to provide arrival estimates to inquiring riders.

All vehicles are equipped with bike racks which are used somewhat regularly by riders whose destinations are beyond the route boundaries.

Three of the in-service vehicles are equipped with cameras, however; they are not activated at this time as the costs associated with the service company that installs, maintains, and monitors them are prohibitive.

All vehicles have adequate climate control and are on a scheduled maintenance plan.

Vehicles are swept and checked for cleanliness daily and washed periodically as needed using the access to water and cleaning equipment located at the Public Works yard.

Vehicles are inspected each day in pre-and-post trip inspections conducted by the drivers. Maintenance and repair orders or concerns regarding the vehicle are reported directly to the COB fleet maintenance staff at the Public Works yard where vehicles are parked in a secure compound.

Fueling, fleet maintenance, and repair are managed by COB. COB also has an agreement with the City of Sierra Vista for maintenance and repairs that cannot be completed at COB. Presently the maintenance and repair logs are kept as hard copies for each fleet vehicle by the COB employed mechanic at the Public Works yard. COB is currently exploring an electronic maintenance and repair log system. Parts inventories are kept by COB Public Works, and maintenance and repair cost records are maintained by COB Finance.

COB has agreements with COD and Sierra Vista for temporary use of vehicles in case of emergency or if all vehicles are out of service.

² Transit Asset Management – required by FTA to inventory and monitor FTA supported transit fleets.

One of the four busses routinely in service (2014 Chevrolet) has reached its useful life, according to the Useful Life Benchmark published by FTA. Both the 2014 and the 2018 vehicles' interiors show wear (seats and surfaces) and provide a rough and noisy ride for passengers who are travelling at posted speeds on the highways that connect all of Bisbee's neighborhoods.

In 2025, COB Bisbee Bus was awarded capital funding to purchase a new vehicle, however; supply chain and post-COVID manufacturing issues have new bus deliveries scheduled two years from the time they are ordered. COB applies for replacement vehicles from the FTA 5339 program directly as ADOT no longer accepts applications for rolling stock through its 5311 program.

3.4 Routes

A single, complete run (not including alternating routes) of the Bisbee Bus route is 32.6 miles in length and includes service to each neighborhood and into Naco, an unincorporated community 5.2 miles south of the City. These neighborhoods are primarily linked by state roadways. All roads on the route are paved and in fair condition.

Bisbee Bus operates one route as part of its transit service, providing five scheduled stops, twenty-four individual flag stops, and four stops that are "Call for Pickup" only: a total of thirty-three identified stops. One run of this circular route takes 1 hour and 40 minutes to complete without deviations and without onboarding or offboarding riders needing assistance (wheelchairs or other mobility needs).

The route begins at 5:54 a.m. in old Bisbee at the Lyric/Copper Queen Plaza and is considered a commuter run. This is very popular stop for riders heading southbound with the next scheduled stop at Safeway. This first run of the route bypasses the Warren neighborhood stops and the San Jose neighborhood stops and instead goes to Safeway and then directly to Naco which is located 5.2 miles south of the Safeway. This early morning run to Naco provides transportation for workers and students traveling from Naco to Bisbee as well as a number of seniors and persons with disabilities who use the system for shopping, medical appointments, socializing, and other daily living activities. The second run of the route starts on upper Tombstone Canyon in old Bisbee and, this time, does not go to Naco but does go to the San Jose neighborhood stops. Subsequent routes alternate between including Naco and including San Jose neighborhoods. Riders from Naco coming into Bisbee have a headway of 2 hours and 40 minutes before the bus returns to Naco. Riders from the San Jose neighborhood have a 2 hours and 20 minutes headway.

Throughout the week, this circular route includes 10 runs. The first run is abbreviated as both Warren and San Jose neighborhoods are not included. The other nine runs operate between 6:51 a.m. and 6:29 p.m. with the last scheduled stop at the Lyric in old Bisbee.

The Saturday schedule completes the entire circular route four times between 9:30 a.m. and 4:00 p.m. including all scheduled and flagstops (it does not alternate stops in Naco or San Jose). The headway for the Saturday route is 1 hour and 30 to 40 minutes.

Timed stops on the schedule represent the most popular destinations among riders.

BISBEE ROUTE – WEEKDAY SERVICE											
Stop Time Point		Monday through Friday AM/PM Times									
SOUTHBOUND ROUTE	1 Tombstone Canyon / Caniner	CFP	6:51	7:52	9:13	10:21	11:52	1:10	2:36	3:49	5:16
	2 Circle K	CFP	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3 County Courthouse	CFP	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4 Copper Queen Plaza / Lyric	5:54	6:57	7:57	9:19	10:27	11:59	1:16	2:42	3:55	5:21
	5 Lowell Plaza	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	6 Department of Economic Security	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	7 Bank of America / Minit Market	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	8 Copper Queen Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	9 Bisbee City Hall	✓	7:06	8:05	9:29	10:37	12:09	1:26	2:52	4:05	5:31
	10 Arizona St. / Congdon Ave.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	11 Vista Park Tennis Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	12 Center Ave. at School Terrace Rd.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	13 Hwy. 92 / Fire Station	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	14 Hwy. 92 / Washington Ave.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	15 Safeway	6:04	7:16	8:15	9:39	10:47	12:19	1:36	3:02	4:15	5:41
	16 Bisbee Senior Center	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17 Triangle Apartments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	18 San Jose Center	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	19 County Health Department	✓	CFP	✓	CFP	✓	CFP	✓	CFP	✓	CFP
	20 Copper City Apartments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	21 CCAH	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	22 San Jose Lodge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	23 Naco Hwy. / Granada Ln.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	24 Naco – Turquoise Valley G.C.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	25 Naco – Newell St. / Towner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
NORTHBOUND ROUTE	26 Naco – W Martinez St. / Towner	6:14	✓	8:29	✓	11:08	✓	1:48	✓	4:27	5:56
	23 Naco Hwy. / Granada Ln.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	22 San Jose Lodge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	21 CCAH	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	20 Copper City Apartments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	19 County Health Department	✓	✓	CFP	✓	CFP	✓	CFP	✓	CFP	✓
	18 San Jose Center	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	17 Triangle Apartments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	15 Safeway	6:28	7:26	8:45	9:53	11:23	12:34	2:04	3:15	4:43	6:08
	27 Tin Town	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	28 Bisbee High School	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	12 Center Ave. at School Terrace Rd.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	9 Bisbee City Hall	6:37	7:35	8:54	10:02	11:32	12:45	2:13	3:24	4:52	6:17
	10 Arizona St. / Congdon Ave.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	11 Vista Park Tennis Court	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	8 Copper Queen Hospital	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	7 Bank of America / Minit Market	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	6 Department of Economic Security	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	29 Douglas Rd. at B St.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	30 Lowell School	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4 Lyric / Copper Queen Plaza	6:45	7:45	9:06	10:14	11:45	12:57	2:25	3:36	5:04	6:29
	31 Gym Club Suites	✓	✓	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP
	3 County Courthouse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	2 Circle K	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	32 Garfield Park	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP
	33 Hwy. 80 / Wood Canyon	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP	CFP

BISBEE ROUTE – SATURDAY SERVICE											
Stop Time Point		Saturday AM/PM Times									
SOUTHBOUND ROUTE	1 Tombstone Canyon / Caniner	9:30	11:02	12:44	2:21						
	2 Circle K	✓	✓	✓	✓						
	3 County Courthouse	✓	✓	✓	✓						
	4 Copper Queen Plaza / Lyric	9:36	11:08	12:50	2:34						
	5 Lowell Plaza	✓	✓	✓	✓						
	6 Department of Economic Security	✓	✓	✓	✓						
	7 Bank of America / Minit Market	✓	✓	✓	✓						
	8 Copper Queen Hospital	✓	✓	✓	✓						
	9 Bisbee City Hall	9:46	11:18	1:00	2:44						
	10 Arizona St. / Congdon Ave.	✓	✓	✓	✓						
	11 Vista Park Tennis Cour	✓	✓	✓	✓						
	12 Center Ave. at School Terrace Rd.	✓	✓	✓	✓						
	13 Hwy. 92 / Fire Station	✓	✓	✓	✓						
	14 Hwy. 92 / Washington Ave.	✓	✓	✓	✓						
	15 Safeway	9:56	11:28	1:10	2:54						
	16 Bisbee Senior Center	✓	✓	✓	✓						
	17 Triangle Apartments	✓	✓	✓	✓						
	18 San Jose Center	✓	✓	✓	✓	County					
	19 Health Department	✓	✓	✓	✓	Copper					
	20 City Apartments	✓	✓	✓	✓						
	21 CCAH	✓	✓	✓	✓						
	22 San Jose Lodge	✓	✓	✓	✓						
	23 Naco Hwy. / Granada Ln.	✓	✓	✓	✓						
	24 Naco – Turquoise Valley G.C.	✓	✓	✓	✓						
	25 Naco – Newell St. / Towne	✓	✓	✓	✓						
	26 Naco – W Martinez St. / Towner	10:15	11:57	1:29	3:13						
NORTHBOUND ROUTE	23 Naco Hwy. / Granada Ln.	✓	✓	✓	✓						
	22 San Jose Lodge	✓	✓	✓	✓						
	21 CCAH	✓	✓	✓	✓						
	20 Copper City Apartments	✓	✓	✓	✓	County					
	19 Health Department	✓	✓	✓	✓	San					
	18 Jose Center	✓	✓	✓	✓						
	17 Triangle Apartments	✓	✓	✓	✓						
	15 Safeway	10:34	12:16	1:48	3:31						
	27 Tin Town	✓	✓	✓	✓						
	28 Bisbee High School	✓	✓	✓	✓						
	12 Center Ave. at School Terrace Rd.	✓	✓	✓	✓						
	9 Bisbee City Hall	10:43	12:25	1:57	3:41						
	10 Arizona St. / Congdon Ave.	✓	✓	✓	✓						
	11 Vista Park Tennis Court	✓	✓	✓	✓						
	8 Copper Queen Hospital	✓	✓	✓	✓						
	7 Bank of America / Minit Market	✓	✓	✓	✓	Department					
	6 of Economic Security	✓	✓	✓	✓	Douglas Rd. at B St.					
	29	✓	✓	✓	✓						
	30 Lowell School	✓	✓	✓	✓						
	4 Lyric / Copper Queen Plaza	10:55	12:37	2:09	3:53						
	31 Gym Club Suites	CFP	CFP	CFP	CFP						
	3 County Courthouse	✓	✓	✓	✓						
	2 Circle K	✓	✓	✓	✓						
	32 Garfield Park	CFP	CFP	CFP	CFP						
	33 Hwy. 80 / Wood Canyon	CFP	CFP	CFP	CFP						

Figure 7 Bisbee Bus Scheduled Stops

3.4.1 Deviations

The Bisbee Bus operates a deviated fixed route allowing seniors and disabled riders to call the dispatcher to arrange pick-up or drop-off at locations $\frac{1}{4}$ of a mile beyond the fixed route. These deviations must be scheduled 24 hours in advance of the requested need. An additional fare of fifty cents is charged for deviations. Dispatchers taking requests for deviations or calls for pickup schedule these rides and communicate the requests to the drivers.

Deviation requests for seniors and persons with disabilities are relatively infrequent and do not exceed the $\frac{1}{4}$ mile boundary for such services. Dispatchers confirm the time when riders will be ready to pick up and schedule them at a time that is nearest the regular schedule that is closest to their location. Deviations to destinations not on the schedule can also be made for seniors and persons with disabilities by scheduling with dispatchers in advance. Riders using such deviations can call dispatch to arrange a will-call return.

In late 2024, the Cochise County Sheriff's office requested assistance from the City of Bisbee in transporting released inmates from the jail into Bisbee where they could access transportation to either Douglas or Sierra Vista using the Cochise Connection. The County jail facilities are located on Highway 80, 1.2 miles from the nearest fixed route location (B St. in Saginaw) and can create a 7–10-minute delay in the fixed route system. The County, nor the former inmate being transported, pay a fare and are not required to request the deviation in advance.

In March of 2025, the Bisbee Bus was called sixteen times for a deviation to the Jail. In a one-week period, five requests were made for deviations. On four of five of these deviations, a rider was not present to be picked up. While these deviations provide an important service to jail personnel, former inmates, and the community, they are difficult to schedule as inmates are not released on a regular basis and requests for deviations are not made in advance. Additionally, once released, inmates may not wish to wait for the bus to make the deviation and leave the property to walk into Bisbee.

The following shows the frequency of deviations to the jail. Multiple deviations to this location in a single day can create significant bus schedule delays that carry forward throughout the day as the current schedule does not have built in time to make up for deviations. For instance, the two deviations on 3/17 created a 20-minute delay in the bus schedule that could not be regained with requests coming 1 hour and fifteen minutes apart. These longer delays make it difficult for riders who are waiting at stops to know if the bus arrived early or will be delayed further without calling dispatch to inquire. The March pickup frequency is typical for each month.

- 03/03 Pickup at 4:52pm
- 03/06 Pickup at 11:32am
- 03/06 Drop off
- 03/06 Pickup at 12:45pm
- 03/07 Pickup at 8:50am
- 03/11 Pickup at 10:00am
- 03/12 Pickup at 12:45pm
- 3/14 Pickup at 10:00 am
- 3/17 Pickup at 11:30am
- 3/17 Pickup at 12:45pm
- 3/18 Pickup at 6:15pm
- 3/24 Pickup 12:45pm (Connection to Douglas)
- 3/25 Pickup at 11:30 (Connection to Douglas)
- 3/26 Pickup at 12:45pm (Connection to Douglas)
- 3/27 Pickup at 12:45pm (Connection to Sierra Vista)
- 3/31 Pickup at 3pm (Connection to Douglas)

3.5 Fares and Passes

Bisbee Bus has a fare schedule for adults, students, seniors, and persons with disabilities. These fares are published on the Bisbee Bus Schedule and Map as well as on the Bisbee Bus page of the City of Bisbee website.

While fare collection is not required by ADOT or FTA, the City of Bisbee has continued to charge minimal fares for riders. The adult fare is \$1.00 per trip. The senior and disability fare are \$.50 per trip. The student fare is \$.25. These fares have been in effect with no changes since COB took over the service in 1998.

Fare revenues have varied from year to year and do not necessarily correlate to ridership numbers as free passes and other ride discounts impact fare collection. Fares were suspended in mid-2020 through 2021 as part of the City's COVID relief efforts. Fewer fares were collected in 2023 though ridership increased 9.9%. This is likely due to the increased number of passes issued to qualified riders as the post-COVID ridership begins to improve.

Year	Ridership	Fare Revenue
2018	38,136	\$13,522
2019	32,059	\$13,073
2020	28,390	\$8,442*
2021	21,529	0*
2022	22,814	\$10,432
2023	25,077	\$10,190

Figure 8 Fare History

*COVID relief - no fares collected

The City of Bisbee maintains a bus pass system for riders who may qualify. Currently, monthly bus passes are made available to adult riders for \$25.00. Seniors (60 years of age+) may buy a pass for \$15.00 or can apply to the City of Bisbee for a free Area Agency on Ageing yearly pass that provides fare-free rides. Persons with disabilities may purchase a 30-day pass for \$15.00 and students may purchase the same for \$7.50. Bus passes may be purchased from the driver or from the City of Bisbee at City Hall. COB also makes passes available to local human services agencies at no cost for use by their clients.

Presently, the City has issued the following number of passes that remain active:

Area Agency on Aging – 66 active annual passes – no cost for these passes

Cochise Harm Reduction - 35 active monthly passes – no cost for these passes

Adult Rider – 3 active monthly passes - \$15.00 charged for these passes.

Jail – 15 rides per month on average – no cost for these ride passes

3.6 Contracted Operations

In 2015, Catholic Community Services informed the City of Bisbee (COB) that it would no longer provide operations services for the Bisbee Bus. The City published a request for proposals, reviewed bids, and chose to establish an intergovernmental agreement (IGA) with the City of Douglas (COD) which also provides transit services to Douglas through the Douglas Rides deviated fixed route system and the Cochise Connection – operating weekday service between Douglas, Bisbee, and Sierra Vista.

The IGA has been renewed every two years since 2015 with the most current contract signed October 1, 2024, and expiring September 30, 2026. The IGA includes an option for two one-year renewals if agreed to in writing.

Presently, the COB pays \$237,046 for the first year and will pay \$256,856 for the second year of the agreement. The COD invoices the COB monthly for 1/12 of the agreement amount.

The Statement of Work guides COD in the provision of transit operations six days a week as described in the IGA and is responsible for providing operational staff including drivers, dispatchers, and management staff as needed to conduct the operations. An answering service is to be provided for deviation requests made after hours. COD must collect and account for fares, delivering them to the

COB daily. Additionally, COD is required to utilize a ridership tracking application that records ridership, statistics, pre/post inspections, GPS, Electronic passes, and mileage using a mobile device. COD is required to promote the service to increase ridership. COD must keep all operations records and financial records making them available for review by COB and other state and federal officials. Performance data is to be collected and made available to COB on request. The COD Transit Manager is to assist COB in writing AZDOT applications for 5311 funding as well as assist in writing the Safety, Security, and Emergency Preparedness Plan.

Routine and clear communications between the two entities is essential to the operations of the system. Bus pass requests made to drivers must be coordinated with COB. Additionally, vehicle maintenance and repairs are conducted by COB and must be coordinated through COB Public Works. Accidents and incidents as well as Title VI compliance concerns must be communicated between the two agencies in a timely manner resulting in a coordinated response.

3.7 Budget

3.7.1 Sources - FTA/ADOT

The COB Bisbee Bus system is supported in large part by FTA 5311 funding awarded through the State of Arizona Department of Transportation (ADOT). Additionally, COB receives Area Agency on Aging transportation funds through SEAGO in support of senior riders and utilizes fares as a revenue source.

ADOT provides 5311 funding to rural transit providers in a bi-annual application and award program. The current funding for year one of the two-year cycle includes administrative, operational, and capital funds for the fiscal year, '24-'25 as follows:

City of Bisbee ADOT 5311 award

Project Title	Match Ratio	Federal Award	Local Match	Total Award
Administration	80%	\$64,000.00	\$16,000.00	\$80,000.00
Preventive Maintenance	80%	\$16,000.00	\$4,000.00	\$20,000.00
Operating	58%	\$174,000.00	\$126,000.00	\$300,000.00
Total		\$254,000.00	\$146,000.00	\$400,000.00

The award represents a significant loss when compared to the request made by COB. The state received requests exceeding \$31 million for rural transit funding. The state receives only \$17 million from FTA in funds for apportionment across the state.

3.7.2 Sources - Area Agency on Aging

The Area Agency on Aging, a division of Southeastern Arizona Governments Organization (SEAGO) provides senior transportation dollars to COB for rides provided to persons 60 years of age and older. COB issues AAA Transit passes to senior applicants who can use the annual pass to ride the bus without paying a fare. At this time, there are sixty-six such passes considered active.

COB received \$25,000 in AAA funds for the fiscal year 23-24. For fiscal year 24-25, COB has been awarded \$20,000 and will receive an additional \$12,500 in funds that were reallocated from funds not utilized by other AAA awardees. These funds are used by COB toward local match and represent 22% of the total match requirements of the FTA 5311 program.

3.7.3 COB General Fund

COB must allocate sufficient funds in their annual budget to meet the local match requirements of the FTA funding. For the present year, this figure is approximately \$114,000 or 29% of the total transit budget. COB may utilize in-kind services, typically overhead costs, toward match requirements. Costs in excess of FTA and AAA funding will be covered by General Fund as well unless the system costs are reduced to a sufficient level. In the past, COB could rely on COVID-relief funding to supplement local-share requirements. Presently, COB does not have third-party funding or a revenue source that can make up any deficiencies in budget allocation

3.8 Bus Shelters and Signage

COB provides bus shelters and signage for scheduled stops along its route, however not all stops include shelters, particularly where space is limited.

Sign and Shelter locations include:

- Bisbee City Hall – this scheduled stop has a shelter that will be relocated or replaced with the opening of the new City Hall on Arizona Street. The current shelter is a metal sculpture made by a local sculptor. This is a unique piece that provides a shaded place to wait, it does not provide any protection from rain or wind. The signage is in poor condition. The shelter is in good condition.
- Congdon at Vista Park – this flag stop has a shelter typical of other shelters on the route providing a shaded bench, signage, and a schedule. The signage is in poor condition.
- Center Ave. @ School Terrace – this flag stop has a bench and signage but no shelter. The signage is in poor condition.
- Hwy 92 Fire Station – this flag stop has a shelter and bench, but no schedule or signage.
- Safeway – this scheduled stop has a shelter, a bench, and a schedule. There is no signage.
- Senior Center – this flag stop has a shelter, bench, signage, and a schedule and is in Fair condition.
- Triangle Apartments – this flag stop has a shelter, a bench, signage, and a schedule and is in good condition.
- San Jose Center – this flag stop has a shelter, a bench, signage, and a schedule and is in good condition.
- Copper City Apartments – this flag stop has a shelter, a bench, signage, and a schedule and is in good condition.
- CCAH (Premier Alliance) – this flag stop has a sign pole and schedule. The signage is in fair condition. Consider adding a bus shelter.
- Naco – W Martinez St. & Towner – this scheduled stop has a shelter, a bench, signage, and a schedule. The bus shelter is in very poor condition.
- Tin Town – this flag stop has a shelter, a bench, and a schedule. There is no signage, and the shelter is not ADA accessible.
- Bisbee High School – this flag stop has a sign pole but no signage or schedule.
- Department of Economic Security – this flag stop has a bench and schedule. The signage is in poor condition. Consider adding a bus shelter.
- Douglas Rd. & B Street – this flag stop has a bench and sign pole with a schedule. The signage is in poor condition.

- Lyric/Copper Queen Plaza – This scheduled stop includes the Lyric side (northern route) which has no signage, shelter, or schedule. Across the street and a half block away, the Copper Queen Plaza (south bound) stop has a sign pole with a schedule.
- County Courthouse – this flag stop has a bench, signage, and a schedule.
- Circle K – this flag stop has a sign pole with a schedule.
- Garfield Park – this flag stop has a sign pole but no signage and a bench.
- Wood Canyon – this stop has a sign pole, bench, and schedule; however, the bus no longer goes north of Garfield Park. The signage is in poor condition.
- Lowell – This flag stop has a sign pole, bench, and schedule. Signage is in poor condition.
- Copper Queen Hospital – This flag stop has a bench but no schedule. Signage is in poor condition.

3.9 Marketing

At the time of this study, marketing was limited to the availability of bus schedules at City Hall, the library, and a few select locations as well as information on both COB and COD websites. While marketing was included in the MOU between COB and COD, an active marketing plan is not in place and no ridership goals have been established. Marketing expenses are not budgeted in either the COB or COD transit budgets.

COB transit fleet vehicles do have wraps on vehicles that identify the vehicle as public transit with the names of major neighborhoods served by the system. Holiday closures are clearly posted on the bus along with other notices as required.

Both COB and COD maintain websites dedicated to the transit system; however, the transit system is not included in the Google Maps Transit program.

4 Route Analysis

The current route, as described in Chapter 2.4, is 32.6 miles in length and includes all three major neighborhoods (Bisbee, Warren, and San Jose) as well as stops in the smaller neighborhoods of Saginaw, Bakerville, Tin Town, Briggs. The route also goes 5.2 miles south of Bisbee to the unincorporated community of Naco. With a 1 hour and 40-minute headway and with thirty-three potential stops, including flag stops, the route can often take longer, particularly if there are deviations scheduled or if riders need assistance boarding or disembarking. The schedule is repeated in ten runs from just before 6:00 a.m. until just past 6:30 p.m. – a 12.5-hour weekday schedule.

Prior to the current route schedule, the Bisbee Bus system made a complete loop and repeated each run eight times a day. With a schedule change implemented sometime in the 20teens, runs to Naco and to the San Jose neighborhood were limited to every other run – Naco on the first, third, fifth, seventh, and ninth runs. The San Jose Stops (Triangle Apts., San Jose Center) are reached on the second, fourth, sixth, eighth, and tenth runs. This revision created 2 to 2 and half hour headways or long waits at stops for residents from Naco and San Jose. A simple solution to reduce headway would be to have two vehicles running simultaneously; however, this is cost prohibitive for the system and is not considered.

4.1 Route Observations

4.1.1 General Observations

The alternating route system currently in place reduces the overall headway for each run but significantly increases the time it takes for passengers from Naco and San Jose Center stops including, Triangle and Copper City Apartments, to return to their places of origin. Passengers from these

originations constitute over 50% of the rider survey responses and represent a significant portion of the regular ridership for the system.

The current schedule considers the operation times of stops at the Senior Center, the County Health Department, and Lowell school and does not stop at these locations when they are closed for business.

Driver feedback indicates that the morning run to Naco (first run of the day) provides needed transportation for workers and students reaching jobs in Bisbee or making connections through Cochise Connections (COD service between Douglas, Bisbee, and Sierra Vista) to jobs and college campuses.

There are a number of identified flag stops on the schedule that are either no longer serviced or have no riders using them. These include Tombstone Canyon/Cantner, the County Health Department, Lowell, Gym Club Suites, Garfield Park, and Wood Canyon. Additionally, some flag stops on the schedule do not properly identify the stop. For example, Bank of America is no longer in business and should be listed as Washington Federal. CCAH should be identified as Premier Alliance. Arizona Street at Congdon should be identified as the Boys & Girls Club at Congdon.

4.1.2 Run # 1

The route begins in old Bisbee at the Lyric Plaza, the most often used stop, in old Bisbee. The first scheduled stop is at 5:54 a.m. with the bus headed next to the Safeway (the most used stop within the system). In this first run, the Warren neighborhood, Senior Center, and San Jose stops at Triangle Apartments and Copper City Apartments are not included in the run. From Safeway, the bus heads south to Naco where a number of riders use the bus as transportation to jobs in the Bisbee area, access to shopping in the Safeway Plaza, or connections to the Cochise Connection (Douglas-Bisbee-Sierra Vista). The bus stop at Martinez St. and Towner is located on the east side of the street with the bus approaching from the north. The drivers presently turn around in the street, sometimes having to back up due to cars parked legally on the street.

A return to Safeway then to the Warren neighborhood via School Terrace Road to City Hall, the Chiricahua Clinic, the Hospital and rural clinic, Washington Federal Bank, and Department of Economic Security. The only scheduled stop is at City Hall at 6:37 a.m., the rest are flag stops.

Four observations for route safety and efficiency for this section of the schedule and route.

1. Drivers presently provide an unauthorized flag stop for Galena riders on the School Terrace road just beyond the stop light at Hwy 92 on a blind turn. Drivers have accommodated requests from riders wishing to get off at this location as a favor to seniors who do not wish to walk from either the high school (.5 mile further down School Terrace) or from the Fire Station (.5 mile on Hwy 92). This unauthorized flag stop creates a traffic and safety hazard as cars turning right from Hwy 92 onto school terrace road will be accelerating, once turned, and may not see the bus pulled over or riders trying to cross the road. *See Figure 9.* There is a path into Galena from the entrance to Laverne Williams Park on the northeast side of the intersection of Hwy 92 and School Terrace. However, stopping here would put the bus off the current route (School Terrace Rd) and require the bus to turn around, back onto 92 and make a left turn onto School Terrace at the light to resume the route. Using the Williams Park pullover as an alternative creates a separate set of safety hazards and is not recommended.

Figure 9 Unauthorized pull-out on School Terrace Rd.



An option could be to reroute the entrance into the Warren neighborhood from the traffic circle and drive through the Galena neighborhood to accommodate senior passengers from the neighborhood. See Figure 10. The potential for route relocation could also add a stop at the new Dollar General Store. It would reduce the access to the high school (used primarily by students who have missed their morning bus) and the School Terrace/Center Ave. intersection stop (occasionally used by residents of the Terrace Apts. and nearby Terraces neighborhood).



Figure 10 Possible re-route through Galena neighborhood

2. The School Terrace/Center Ave. intersection flag stop was originally established to serve residents of the School Terrace apartments and the nearby neighborhood. *See Figure 11.* The bus must occupy the street lane at a four-way stop for boarding and disembarking passengers as there is no pullout. The stop may be safely located further down Center Ave. at the intersection of Cochise Row and Center Ave. where there is sufficient pull-off space in both directions and drivers are not left confused as to right-of-way conditions they experience at the four-way-stop. *See Figure 12.*



Figure 11 School Terrace / Center Ave Stop



Figure 12 Center Ave. Cochise Row Intersection

3. The schedule lists Arizona St./Congden Ave. as a flag stop. This is a busy four-way-stop intersection with no place to pull over and is only a block from the next stop, Vista Park Tennis Courts. When the route was established, this stop was to serve the Boys and Girls Club for young riders. Drivers should make a left turn onto Congden Ave then pull into the BGC parking area for riders wishing to use this stop and refrain from boarding passengers at the four-way stop. The schedule would be

clarified if it were to remove the Arizona St. Congdon Ave. stop from the schedule and map and instead list the Boys and Girls Club parking area as the flag stop.

4. Drivers should avoid backing up at the Naco stop at Martinez and Towner, instead, turning left on Martinez, stopping at the bus stop, then proceeding down Martinez to Giesler, then a right on Dominguez to Naco Hwy. This route also passes the Naco Elementary school. Drivers have reported congestion at the school in the past. An alternative is to relocate the shelter to the northwest corner of Martinez and Towner and the driver circling the block via Rodriguez to avoid backing up. See Figure 13.



Figure 13 Naco Martinez St. Stop

Saginaw and Lowell School are not served on this first run of the schedule.

The first run is completed upon return to the Copper Queen Plaza Lyric stop and continues past the County Courthouse, and Circle K (a frequently used stop).

4.1.3 Run #2

The second run of the scheduled weekday service begins at 6:51 at the Cantner/Tombstone Canyon intersection toward the top of Tombstone Canyon. Historically, the stops above Circle K on Tombstone Canyon are rarely used as most are located in the more affluent residential areas where households are highly likely to have vehicles available for transportation.

The second run has six scheduled stops and includes the San Jose neighborhood's Triangle Apartments and San Jose Center. It also includes the Saginaw neighborhood which was not included on the first run. It does not include Naco or the Triangle Apartments on the return north-bound section.

Scheduled stops include the Lyric Plaza at 6:57, Bisbee City Hall, in Warren, at 7:06, Safeway at 7:16, and again at 7:26, Bisbee City Hall at 7:35 and returns to the Lyric at 7:45.

Observations for Route Safety and Efficiency for this run of the schedule and route

1. Since the Naco stops are not included in the second run of the schedule, and the San Jose Triangle and Copper City Apartments are only served in one direction, the time it takes for riders to return to these neighborhoods is over two hours and a half long. Some riders wishing to return to Naco choose to simply stay on the bus throughout the second run rather than wait in hot or cold weather at a stop. Drivers have, on occasion, asked passengers who will not be disembarking during the entire run to wait at the stop if seats are heavily utilized and the bus is becoming full. Passengers headed to Naco must wait for the third run to return to Naco.
2. Riders on the south-bound portion of the run getting off for Tin Town must disembark at the fire station, cross the highway, then walk on the shoulder two tenths of a mile, then cross Hwy. 92, which can be busy at times, to reach Tin Town
3. The latter portion of the run includes destinations above Circle K on Tombstone Canyon which go unused. They could be removed from the schedule with time afforded at Circle K for the driver to have access to a restroom. There is ample room to pull off the road entirely and reenter Tombstone Canyon south bound.

4.1.4 Runs #3-10

Runs 3 through 10 are similar to the first two in that Naco is reached every other run and both 9th and 10th runs. The last run to Naco leaves old Bisbee at 5:15. This is the furthest distance from Naco and allows workers who are finished with their workday at 5:00 to still return to Naco before the service ends. The last Safeway stop is at 6:08 with returns through Warren and old Bisbee, allowing late shoppers to reach destinations there.

4.1.5 Saturday Schedule

The Saturday schedule starts at 9:30 a.m., makes four runs of the schedule and is completed at 4:00 p.m. The Saturday schedule makes a continuous loop and does not alternate destinations like Naco and San Jose Plaza. The headway is 1.5 hours for the first run, 1 hour and 35 minutes for the second run, and 1 hour and 25 minutes for the third run and 1 hour and 25 minutes for the fourth run.

Some riders commented that an average headway of 1.5 hours routinely was better than the 2 hours-plus headway for passengers whose destination is either Naco or San Jose when destinations are alternated. This gives passengers a longer headway when compared to a weekday run but less wait time if their destination is Naco or San Jose

4.1.6 Deviations

Deviations are somewhat limited with the highest number of requests coming from the Cochise County Jail on Hwy. 80 which is 1.8 miles from the traffic circle and well beyond the $\frac{3}{4}$ mile deviation boundaries. COB has responded to the Sheriff's Department request to provide transportation to Bisbee and the transfer location for the Cochise Connection which can take passengers to either Douglas or Sierra Vista. Deviations average sixteen per month and typically create a 10–20-minute delay in the current fixed route schedule that most often cannot be recovered. Any changes to the route and schedule should take into consideration ample time for possible deviations to the jail.

5 Rider Analysis & Surveys

In March of 2025, the Study team initiated a rider survey to be delivered while in transit and available online with a QR code or direct access through a URL. The survey's primary purpose was to determine origins and destinations, assuring that the route would continue to meet the needs of most riders.

The survey was made available on clipboards placed in bags with pens and surveys in both English and Spanish. Bags were placed on seatbacks in every row of each of the four service buses. They were collected daily and turned into COB. Drivers replenished surveys on a regular basis and assured access to writing implements. The paper survey was made available for 45 days. The drivers were instructed to encourage riders to fill them out each time they boarded, signage was placed on each bus asking riders to participate, and all information was presented bilingually. The online survey was made available for the same 45 days and was available in both English and Spanish.

The survey questions were identical across platforms and language. There were 274 responses collected, and no survey was rejected based on the level of completion. While the number of responses does not provide a statistically accurate presentation of ridership as a whole (margin of error is greater than 5%) it does reflect origination and destination data and is representation of typical ridership responses, particularly for pass use, age, and language preference.

Because riders were encouraged to fill out the survey each time they boarded, information about the riders themselves is repeated with each survey completed. Multiple survey responses from a single rider, especially riders who completed a significant number of surveys, do not provide a true picture of the entire ridership population but rather is skewed to those who fill out the survey and the number of times each individual completes the survey. For example, the question concerning language spoken at home shows that 7% of responses indicated that Tagalog was spoken at home. However, when looking at each survey response we can find that those responses were provided by two riders.

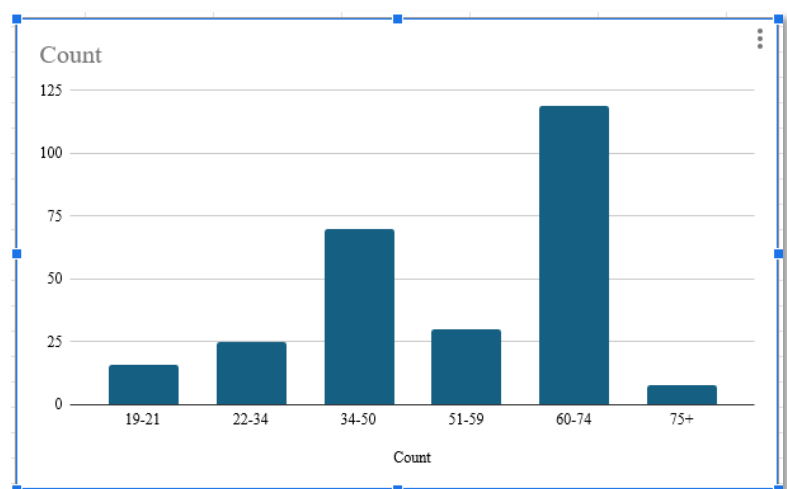
In understanding the data presented below, it is important to keep in mind that the questions regarding an individual rider are not based on unique rider data but rather an accumulation of all surveys completed. The figures and percentages can best be used in seeing trends among the ridership as a whole.

5.1 Survey responses

5.1.1 Rider Age

Based on survey responses, the majority of riders are seniors. While this chart shows a clear majority of riders are seniors, they are also more likely than others to fill out the survey multiple times. Ridership data provided by COD indicates that seniors are, in fact, the majority of riders. See *Figure 14*.

Figure 14 Rider Age



5.1.2 Residency

Surveys indicate that riders are using the system from each of the major and minor neighborhoods in Bisbee as well as Naco. The residence locations reported on surveys were as follows:

Of the 222 survey responses that entered a residency location,

- 35% lived in and/or near Naco
- 33% lived in San Jose
- 13% lived in Old Bisbee
- 10% lived in Warren and
- 12% lived in other smaller neighborhoods.

These are not unduplicated data sets based on individuals but rather show frequency of ridership from these neighborhoods. While Naco is outside the City of Bisbee, it has always been served by the Bisbee Bus system. When Arizona Lottery proceeds (LTAF) were available to Counties for public transit support, Cochise County actively supported the COB system with funding commensurate of ridership from outside the City. In 2010, LTAF was repealed by the State of Arizona. Since that time, Cochise County has not supported the COB Bisbee Bus program financially, nor has the City of Bisbee requested funds from the County in support of Naco riders. See Figure 15.

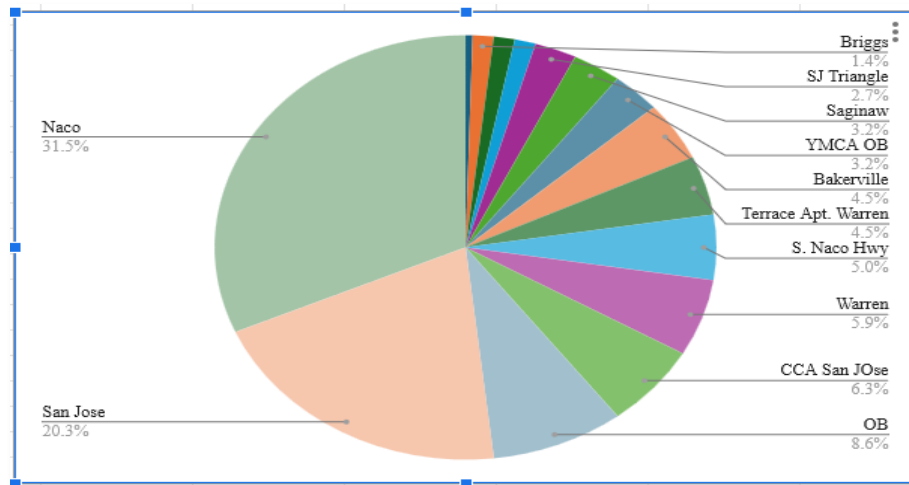


Figure 15 Ridership Residency

5.1.3 Assistance Required

Of the 271 survey responses to this question only one respondent answered yes to the question of assistance requirements. This typically means that a rider must be assisted by the driver to board or disembark from the vehicle. While each vehicle is equipped with a lift, drivers may also provide assistance by loading walkers and other assistive devices onto the vehicle when a rider is ambulatory but cannot safely manage their assistive devices while boarding.

5.1.4 Language

Among the 272 survey responses to questions of language, 117 (43%) reported speaking a language other than English at home. 90% of those reported speaking Spanish. 3% reported speaking German and 7% speaking Tagalog, the national language of the Philippines, also known as Filipino. It is important to note that while 7% of survey responses listed Tagalog as their primary or preferred language but this figure represents two individuals.

5.1.5 Ride Origination

Each respondent was asked to identify where they were when they got on the bus for that particular ride. Of the 271 responses,

- 40% were starting from home
- 22% were originating from a store
- 13% were originating from work

The balance of originations was under 10% of the total responses. *See Figure 16.*

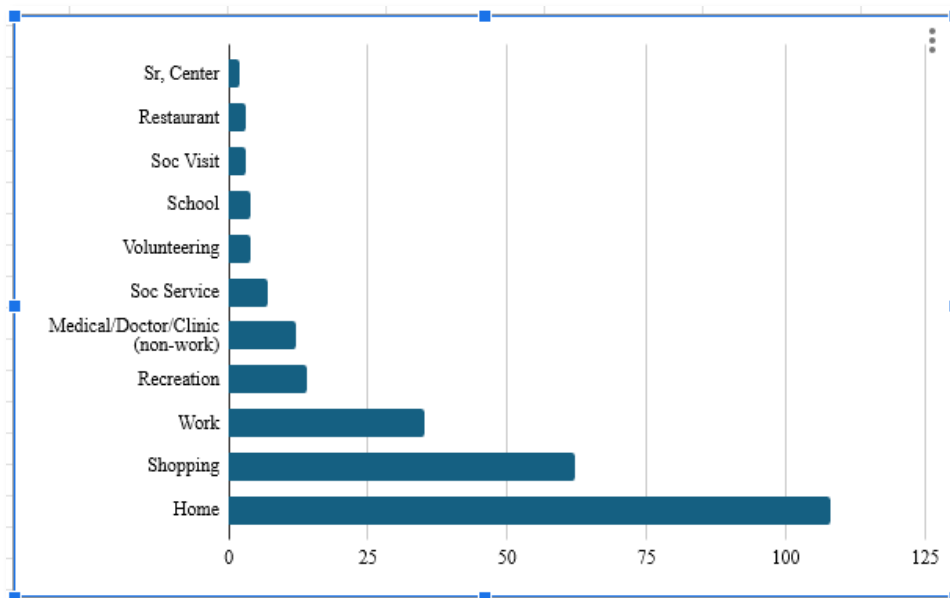


Figure 16 Ride Originations

5.1.6 Time of Ride

Ridership is strong throughout the day. Among survey respondents who answered this question a slight majority were riding in the morning hours between 7:00 and 9:00 a.m. There were no survey responses for the time between 6:00 a.m. and 6:45 a.m. – the entire first run of the schedule. *See Figure 17.* It is important to note that the system does have riders during the first run, particularly from Naco, but no surveys were received for this period. Drivers report that first-run riders from Naco are typically going to work destinations.

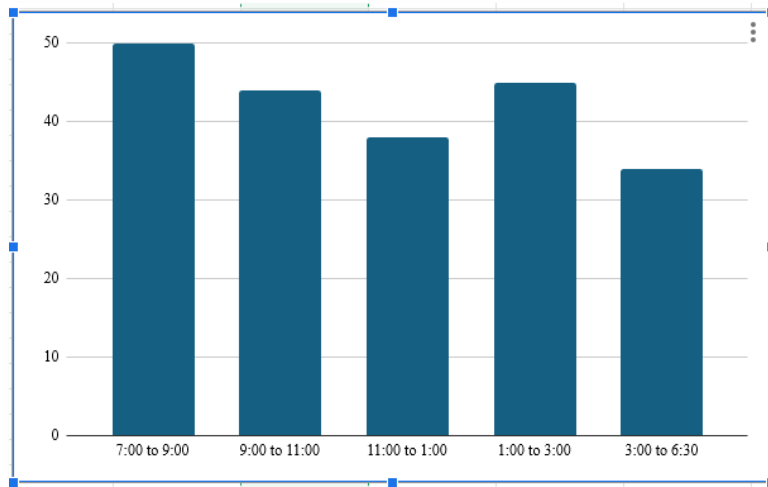
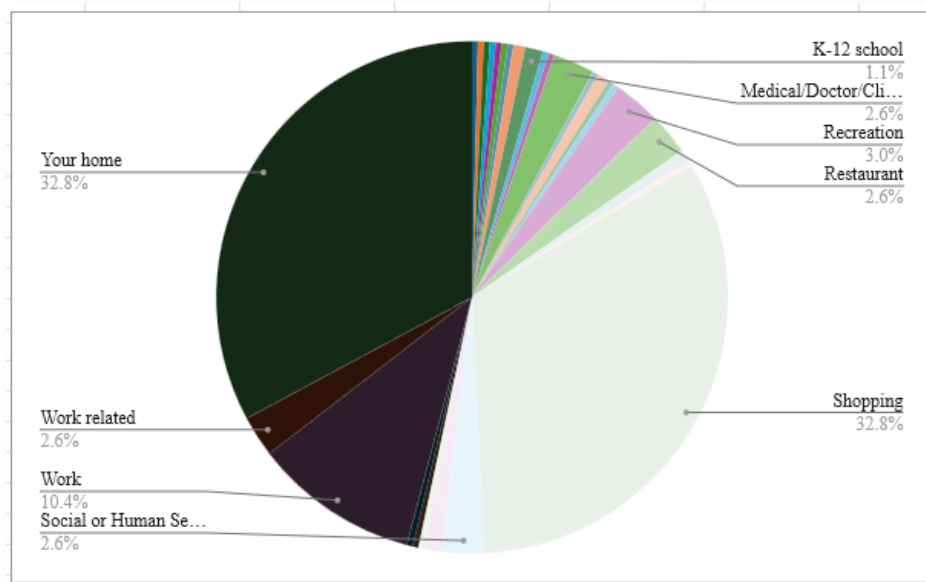


Figure 17 Rider Time of Day

5.1.7 Destinations

By far, the most common destinations are shopping (33%) and home (33%). Among shopping destinations, the local Safeway is the most common destination (89%). Nearly 7% of survey respondents responding to the shopping question listed locations in Sierra Vista as their destination. These riders would be making a transfer to Cochise Connection at the Lyric stop in old Bisbee. *See Figure 18.*

Figure 18 Ride Destination



13% of riders answering the destination question of the survey reported they were going to work or a work-related location. Other destinations included the post office, gym, library, convenience store, recreation, restaurants, senior center, volunteer activities, and social visits.

5.1.8 Survey comments

The survey presented two open questions:

1. Where would you like to see a bus stop?

One rider filled out six surveys over the course of the 45-day survey period. With each survey he requested a stop at Fairway View Rd. off Naco Hwy. This gentleman is a senior citizen who must walk over a half mile to the nearest flag stop.

Other single entries included

- Dollar General (The new one as the bus stops across from the current Dollar General but not the new one.),
- Jimmy's Hot Dogs, (This is a place of employment for a rider; however the bus stops across the street at the Safeway.),
- Museums, (while the rider did not specify, Bisbee has the Miner's Museum which has a stop across the street.),

2. What improvements would you like to see in the Bisbee Bus service?

Comment	Frequency	Unique Rider comments
Night or Later/Longer Service Hours	15	12
I am happy with the service or no improvements needed	9	7
Sunday schedule	8	6
Full Weekend Service	8	5
Two busses	7	5
Stop at Fairway View Rd.	7	1
More runs per day	6	3
More trips to Naco	5	4
Bigger bus	4	3
Shorter wait times	4	3
Music &/or Popcorn	2	2
Pay drivers more	2	2
More flag stops	2	1
Best little bus system on Planet Earth because of the drivers. Consistent. Awesome.	1	1
Crosswalk at Tin-Town	1	1
Discounts for 50+ years of age	1	1
More enclosed bus stops	1	1
Stop at Center Ave and School Terrace	1	1
Start running at a later time	1	1

5.1.9 Passes and Fares

Among the survey responses, 79% indicated they used a bus pass or fare pass when riding. 21% indicated that they purchase a fare with each ride. Year-long passes are made available to seniors and persons who are disabled by COB. These passes are subsidized with Area Agency on Aging (AAA) funds provided through SEAGO. Additionally, monthly bus passes may be purchased (\$25.00 for adults, \$15.00 for seniors and disabled, and \$7.50 for students) at a discount by the public for unlimited rides on the Bisbee Bus. Deviations require an additional \$ 0.50 fare for seniors and persons with disabilities. Deviations are not available for persons who are not seniors or disabled. It was noted that on each day the author rode the bus, at least one person either did not pay the fare or show a bus pass. Drivers reported that they are familiar with persons who have passes and log the ride as such even if the pass is not shown to the driver. For passengers who do not have a pass and do not pay, drivers make discretionary decisions as to whether they pursue the required fare.

5.1.10 Rider Access

Riders may catch the bus at any of the scheduled stops or by flagging the driver at any of the flag stops identified on the schedule. Senior and disabled riders may call the dispatcher 24 hours in advance to schedule a pickup or drop-off at a specific location within $\frac{3}{4}$ miles of the fixed route. Of the 272 survey responses to the question of rider access, all but five survey responses waited at the bus stop for a scheduled ride. Five of the survey respondents called and made an appointment for a deviation. On occasion, a rider will signal the driver to stop at a non-published flag stop. The driver uses their discretion, considering safety and rider needs, when determining if an unauthorized stop will be made.

6 Budget Analysis

6.1 Overview

The Bisbee Bus transit system receives funding from

- The Arizona Department of Transportation via pass-through funds from the Federal Transit Administration's 5311 funding,
- SEAGO AAA via pass-through funds from the federal Area Agency on Aging transportation funding, and
- Fares.

These resources have been available and utilized by the COB since it took over the system in 1998.

In the past, additional funding from Cochise County's LTAF funds, the federal CARES Act (COVID relief), and marketing income were utilized to offset local match requirements. Presently, these sources are either not available or not utilized.

An analysis of the transit budget is complex as awards from ADOT are made every two years and available during the federal fiscal year beginning in October. The AAA funding is awarded with annual contracts that begin July 1. The City of Bisbee and the City of Douglas also operate on July 1 fiscal years. For purposes of analysis, the Study will focus on the ADOT approved and requested budget and consider the annual allocation for other sources regardless of their fiscal period.

6.2 City of Bisbee Transit Budget

For the federal fiscal year 24-25 (began October 1, 2024), COB was awarded funds through ADOT in support of the Bisbee Bus for Year 1 of the two-year contract. The Operating, the Administrative,

Operating, and Preventive Maintenance federal share award was \$254,000.00 with a total system budget of \$400,000.00. See Figure 19.

Exhibit A - Federal Transit Administration										
Agency Name: Bisbee, City of				Grant Program: 5311		Contract Number: GRT-24-0009824-T				
Vendor Number: IV0000009693 10003				Indirect Cost Rate: 0%		De Minimis Rate Used: Yes				
Program Number / Phase / Grant Number (FAIN)	Scope / FP Code	ADOT Procured	Assistance Listing	Fund Type	Project Award Description	Funding Period (Fed Award Date = Start Date)	Fed Match	Federal Award Obligated	Local Match	Total Award
1 G1C24A5T / AZ-2024-029-00	A5	No	20.509 5311 Rural Area Formula	Administration	11.79.00 / 1 / Admin 2023 Apportionment	2024-10-01 2026-09-30	80%	\$64,000.00	\$16,000.00	\$80,000.00
2 G1S24A2T / AZ-2024-029-00	A2	No	20.509 5311 FHWA Transfer	Capital	11.7A.00 / 1 / PM 2014 Apportionment	2024-10-01 2026-09-30	80%	\$16,000.00	\$4,000.00	\$20,000.00
3 G1C24A6T / AZ-2024-029-00	A6	No	20.509 5311 Rural Area Formula	Operating	30.09.02 / 1 / Operating 2023 Apportionment	2024-10-01 2026-09-30	58%	\$174,000.00	\$126,000.00	\$300,000.00
This award does not include R&D.							TOTALS:	\$254,000.00	\$146,000.00	\$400,000.00
Approver: Jesse Zaragoza				Date Approved: Nov 8 2024 11:17AM						

Figure 19 24-25 ADOT 5311 Budget Award

These figures could not be analyzed for this study as COB has not submitted a reimbursement request to ADOT since December 2024.

In fiscal year 2023-2024, COB was awarded \$421,841.08 in federal share funds for a total system budget of \$648,373.33.

At the end of the 23-24 fiscal year, COB had claimed \$322,900.80 of its eligible federal funds leaving an unused balance which included \$67,697.63 in Administrative funds, \$6,873.00 in Operating funds, and \$24,369.00 from the Preventive Maintenance line item which had no claims for reimbursement.

For the federal fiscal year 2025-2026 (beginning October 1, 2025), COB was awarded funds through ADOT in support of the Bisbee Bus. Collectively, the Administrative, Operating, and Preventive Maintenance federal share award was \$156,000.00, a 40% reduction from the current year. The local match requirement is \$94,000.00. The operating portion of this award is \$200,000.00, which does not meet the contract requirements for COD. The funds awarded for the coming year are not sufficient to operate the system without reducing service to 3 days a week or fewer and stop all service to Naco.

6.2.1 City of Douglas - Contractor

The COD has been contracted by COB for the past ten years to provide day-to-day operations for the Bisbee Bus. Douglas provides the services negotiated in the Scope of Work and bills Bisbee 1/12 of the annual contract amount each month.

COD includes in its cost calculations for the annual contract negotiations: Salaries for 2.25 FTE Drivers, 40% of 1 FTE for the Transit Manager, 40% of 1 FTE for the Transit Coordinator, 1 FTE for the Dispatcher and proportionate ERE and overtime, space use (utilities and phone), overhead, travel/training, supplies, GPS, marketing, insurance, operating support, and uniforms.

COD does not provide a monthly breakdown of costs to COB but does provide financial statements on request.

The COB budget for its contracted services from COD in fiscal year 23-24 was \$227,125.00.

A new contract with Douglas was signed December 2024 and expires 10-2026. Year 1 value is \$237,036.00 and year 2 value is \$256,856.00

6.2.2 AAA

Southeastern Arizona Governments Organization (SEAGO) manages the regional Area Agency on Aging which supplies transit providers from around the region with transportation funds in support of seniors using public transportation. These funds are made available to eligible riders through free passes issued on an annual basis. In fiscal year 23-24, AAA funds to COB were \$25,000.00. For the fiscal year 24-25 the initial award was \$20,000.00 with an additional \$12,000.00 in funds awarded from a pool of funds awarded by not used by other agencies. Funds are awarded based on ridership estimates at the time of contract and additional funds may be available when ridership exceeds estimates. AAA funds qualify as a local match for the federal 5311 funds awarded by ADOT.

6.2.3 Fares

Fares are collected by COD drivers when riders do not have passes. The current fare structure has not changed since COB took over the Bisbee Bus in 1998. The basic adult fare is \$1.00 per ride and \$.50 for seniors and persons with disabilities. They are \$.25 for students and deviations are \$.50 for seniors and the disabled.

Small rural transit programs must look at the net cost of collecting fares compared to the fare income to determine if continuing to charge fares is financially feasible.

Farebox recovery in fiscal year 23-24 was 4.8% of operating costs. FTA requires that fare revenues be deducted from the gross operating costs prior to calculating federal fund awards. In other words, there is no net loss of operating funds if riders pay no fares. FTA awards are calculated as in this monthly example using figures from COB in 23-24:

Total Operating Costs	466,570.41	Annual Operating costs not including administrative costs
Fare Revenue	21,560.04	All fares collected for the year
Net Operating Costs	445,010.39	Subtract the fare revenue from the Total Operating costs
Federal Share	258,106.02	58% of the net operating costs returned to COB by ADOT
Local Share	186,904.36	42% of the net operating costs

Example of monthly Federal share with no fares collected

Total Operating Costs	466,570.41	Annual operating costs not including administrative costs
Fare Revenue	\$0	No fares collected
Net Operating Costs	466,570.41	Subtract the fare revenue from the Total Operating costs
Federal Share	270,610.83	58% of the net operating costs returned to COB by ADOT
Local Share	195,959.57	42% of the net operating costs

In determining the value of fares to a system, one must also consider the cost of collecting and managing fares. In the scenario above, the local share is increased by \$9,055.21 and the federal share is

increased by \$12,504.83, totaling the value of the uncollected fares. The cost of collecting fares is approximately \$15,808.00 per year (based on driver and administrator average wages). In the case of COB, fares netted \$5,752.00 in revenues for the system after deducting the cost of collecting fares. Considerations for this calculation include:

1. the time drivers spend collecting (scanning passes, dropping fare box holdings, delivering fares to the Police Department, and counting the fares, (estimated at 1.5 hours per day)
2. the time that finance personnel spend depositing and accounting for fares, (estimated at 30 minutes per day)
3. that administrative personnel spend taking applications, creating passes, managing pass renewals, and replacing lost passes, and (estimated at 30 minutes per day)

Fare collection must remain over \$15,808 for the fare system to be break even. The breakeven amount must be recalculated annually as the cost of collecting and managing fares changes.

6.2.4 COB General Funds

COB must provide \$146,000 in local match funds to receive the full 5311 funding awarded for the current year. AAA funding can reduce that local match by \$32,000 leaving a general fund need of \$114,000. Fares of approximately \$20,000 will reduce the general fund requirement further to \$96,000. Finally, overhead costs allowed to be charged to the ADOT grant will be reimbursed at 80%, reimbursing the general fund. COB budgeted a general fund allocation to Bisbee Bus of \$52,674 for the current fiscal year. While city and federal fiscal years overlap, the City must estimate the total general fund needs while understanding that federal funding will change from year to year based on 5311 funding available to the state and the competitive nature of that funding within the state.

7 Operations Analysis

7.1 Management

COB has assigned the management of the Bisbee Bus to the Public Works Department. Matthew Gurney, Public Works Director, utilizes Lorena Valdez, PW Admin, Assistant to work with the COD Transit Manager to coordinate pass sales, AAA pass issues, rider relations, and other administrative duties. COB also utilizes the Finance Department to prepare reimbursement requests, grant management, and procurement. Mr. Gurney is responsible for negotiating and managing operations contracts with COD, facilitating TAC meetings, and attending TAC meetings for other regional systems in Douglas, Benson, and Wilcox. He also is a member of the SEAGO Transportation Coordination Council which provides coordinated mobility management across systems.

COD, as the Operations contractor for Bisbee Bus, provides management and oversight for the day-to-day operations. Xenia Gonzalez, Neighborhood Resources and Grants Director for COD, provides support and oversight to Perri Gojkovich, COD Transit Manager and Noelle Lievanos, Transit Coordinator, in their management of the Bisbee Bus system. COD staff are members of the Bisbee Bus TAC committee and communicate directly with COB Public Works and Finance staff.

Both COB and COD have a bilingual capacity among their staff.

7.2 Dispatching

COD provides one full-time dispatcher in support of the Bisbee Bus system. The dispatcher is bilingual and is cross trained to drive the bus if needed.

7.3 Drivers

COD employs two full-time drivers for the Bisbee Bus system. Both drivers have received PASS training. Both drivers are well liked and respected by riders with drivers greeting riders by name and providing boarding assistance when needed.

Driver schedules are arranged so that one driver works Monday, Tuesday, and Wednesday and the other on Thursday, Friday, and Saturday.

This schedule creates an excessively long driving day for each driver during the week. Monday through Friday provides a 12.5-hour revenue service (riders have access to busses) and 1.5-to-2-hour non-revenue period. Drivers are expected to arrive prior to the service schedule start time of 5:54 a.m. to conduct pre-inspections and prepare the bus for service. They must also spend time after the 6:29 p.m. end-of-service period returning to the bus yard, cleaning the bus, and conducting post-inspections.

This weekday schedule conflicts with FTA and FMCSA regulations that require drivers of transit buses be limited to driving no more than 10 hours following eight consecutive hours off duty.

Saturday service requires drivers to arrive early enough to conduct inspections and begin revenue service at 9:30 a.m. The revenue service ends at 3:53 with drivers expected to conduct inspections and clean their vehicles during non-revenue time when the schedule is complete for the day. The total drive time for Saturday is nearly 6.5 hours, well within the FTA and FMCSA regulations. The Saturday Schedule can be completed within 8 hours when non-revenue service is limited to 1.5 hours for the day.

The present schedule does not provide sufficient time for bathroom and lunch breaks for the drivers. When asked, drivers reported that they ate their lunch while driving the routes, typically grabbing a bite at scheduled stops. Bathroom breaks were typically taken at either the Copper Queen Plaza stop or utilizing the port-a-potty located at Garfield Park. The drivers allow passengers to remain on the bus but turn the bus off and shut the door making it difficult for passengers to either board or disembark while the driver is gone. One driver explained that they were told to never leave the bus running, the keys in the ignition, or the door open when they were not on or near the bus. This creates a significant safety hazard for passengers as the door cannot be engaged without power to the bus. While the emergency exits work, passengers are likely to wait without air conditioning until the environment becomes untenable, putting senior passengers at risk for injury in attempts to leave the bus using emergency exits.

Policy on when and for how long a driver can be absent from the bus and the circumstances for leaving the bus open and accessible must be reviewed and a safer option put in place.

AZ and Federal labor laws do not require break or meal periods for adult employees, however, having drivers attempt to have a meal while driving, or putting passengers at risk during a bathroom break creates unnecessary safety hazards for passengers and does not promote the wellbeing of the drivers.

Drivers receive PASS training upon hire. Additional training provided by COD is scheduled with drivers on their off days with overtime pay provided. Drivers are subject to COD's substance test policies for drugs and alcohol. COD uses a random test program that has been reviewed and approved by ADOT during the triennial review process.

Both drivers are bi-lingual and utilize a tablet to record ridership. Bus passes are scanned with each boarding of pass-holders and a secure farebox is located behind the right shoulder of the driver who, on occasion, will push a lever so that fares will drop to the interior of the box where it is out of sight to passengers and anyone boarding the bus.

7.4 Marketing

As described previously, marketing is limited to website, printed schedules, and the availability of rider guides on request. While these can be described as marketing, they are tools for riders wishing to access the service and were not developed as marketing tools.

While COD has included a modest marketing allocation (\$200) in its contract budget proposal it went unspent in the past year. COB noted marketing in its contract as a coordinated effort between COB and COD, however, there is no marketing plan. COB expended \$784.97 (31% of its budgeted allocation) on printed schedules in fiscal year 23-24.

In 2014, ridership was 42,328. During COVID the ridership dipped to a low of 21,529. Post-COVID numbers have been rebounding to 25,077 in 2023 and 26,672 in 2024. *See Figure 20.* The system has lost a total of 37% of its ridership since 2014.

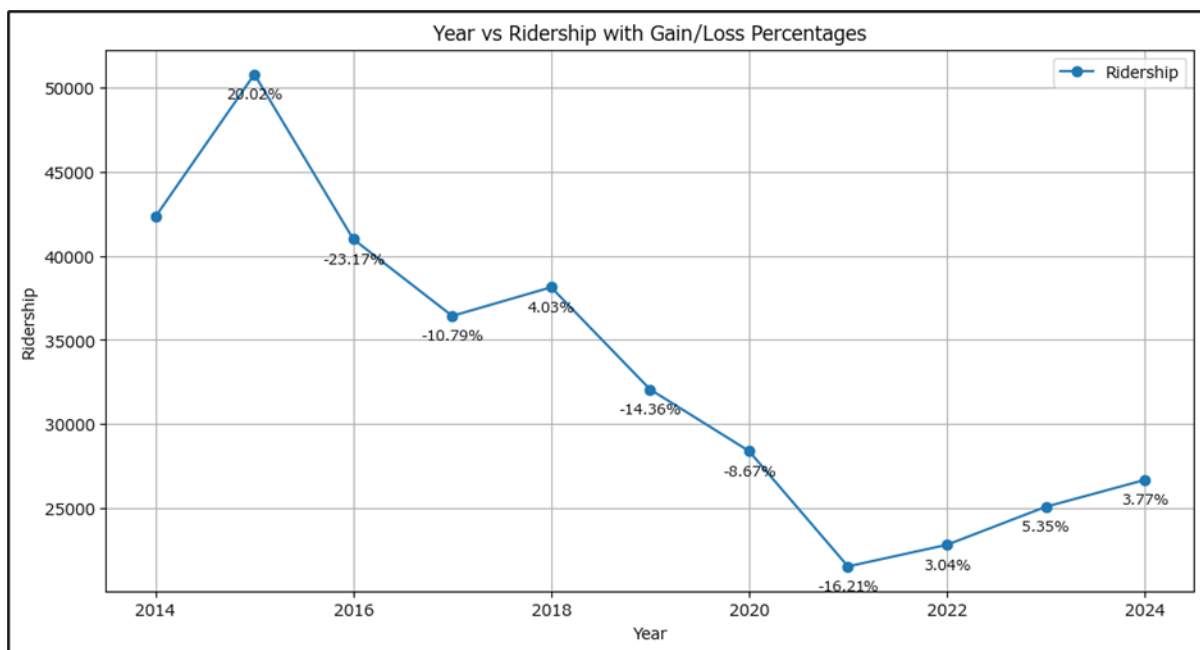


Figure 20 Ridership History

With 10% population decline between 2014 and 2024 (5,575 people to 5,028 people) some ridership loss can be accounted for, however a 37% loss in ridership is not in line with the population decline.

Marketing efforts in previous years cannot be determined except to note that a marketing budget beyond the expense of printed schedules has not been identified in the past five years.

If current trends remain, it could take several years to reach ridership levels seen in 2015. Marketing the system to Bisbee residents but also residents of Douglas and Sierra Vista who can access Bisbee Bus through the Cochise Connection could be beneficial, and increase ridership more quickly.

A Marketing Plan with benchmarks and a scope of work that identifies how COB and its contractor, COD, can implement the plan would be a useful effort toward increasing efficiency through increased ridership.

Rider training for seniors at the Senior Center would also increase ridership as well as justify funding increases from AAA.

Updated schedules and rider guides will be essential in marketing the Bisbee Bus. Presently the printed schedule (also published on websites) includes stops that are no longer services, mis-identifies locations as business names have changed, and has outdated Title VI contact information. The current rider guide was created using the COD Douglas Rides system guide and still contains references to Douglas Rides in the text. The guide is outdated and does not reflect COB policy. Additionally, the Guide could be made more attractive and inviting to potential riders.

7.5 Signage and Shelters

As described in Paragraph 2.8, the system's signage is used in twenty-two of the thirty-three scheduled and flag stops. Twelve of these twenty-two also have shelters in various conditions from good to poor. Eleven of the thirty-three stops have neither signage nor shelters. Each of these is a flag stop location.

Shelter and signage conditions vary. The shelters with metal mesh sides are all in good condition, holding paint, and maintaining structural integrity. These shelters were manufactured by and purchased from the Arizona Department of Corrections' Rehabilitation and Reentry program and have been competitive in pricing for a number of years. Shelters purchased in 2008 and 2009 are in poor shape. These commercially made shelters had Plexi-glass walls in a metal frame construction. The Plexi-glass walls in these shelters are often gone, cracked, or damaged and provide no protection from the sun other than overhead. Shelter replacement and new shelters should be included in future Capital funding requests.

Not all locations identified as flag or scheduled stops can accommodate shelters either because of lack of space or lack of right-of-way. The Copper Queen Plaza/Lyric stops are in heavily congested parking areas on busy streets. The Copper Queen Plaza side (southbound) has a sign, and the bus pulls off the street for boarding and disembarking passengers. The Lyric stop (northbound) has no sign or shelter. Riders typically wait along the commercial buildings' sidewalks and step out into the street to board or disembark. There is no place to pull off the street without removing parking spaces utilized by employees and patrons of businesses located there. A sign pole on the median near an already placed bench may be helpful in identifying it as a scheduled stop area even though it would not be in alignment with the buses stop location and would require passengers to move to the other side of the street to board. This street is not a main thoroughfare and only provides access to parking.

Other locations could accommodate shelters. These include County Courthouse, Lowell Plaza, School Terrace Rd. (if relocated), Hereford & Naco Hwy – Premier Alliance (presently called CCAH on the schedule), Turquoise Valley Golf Club, and Lowell School.

Flag stops currently without signage that should include a sign pole, schedule, and signage include: Washington Federal Bank (on the schedule as Bank of America), Boys and Girls Club (on the schedule as AZ St./Congdon), Hwy 92 at Washington Ave., San Jose Lodge, Naco Hwy at Granada, and Newell St at Towner St in Naco.

A number of signs are damaged and need replaced. These include the logo signs as well as the posted schedule. These are identified in paragraph 2.8.

7.6 Fleet Analysis

COB presently utilizes four of its cutaway buses for the Bisbee Bus system. These buses are operational, however, with the long delivery times (presently two years), replacement of the two older buses should be considered in upcoming federal fleet funding applications. COB has been approved for one new vehicle and should procure this allotment as quickly as possible with expectation of delivery in the next 18-24 months. An additional two busses should be included in capital planning for the next two funding cycles.

Buses are generally clean, and wheelchair lifts work properly. Cleaning details such as washing windows both inside and out and assurances that maintenance plans are adhered to should be a priority. In fiscal year 2023-24, no preventive maintenance expenses were expended. Oversight from the Public Works Director in coordination with the fleet management and maintenance staff to assure proper maintenance is essential to the life of the vehicle. Additionally, financial oversight to ensure that maintenance expenses are properly applied to available federal funding will reduce the loss of federal funds.

8 Recommendations

In the overall assessment of the current Bisbee Bus system, it was found that the Route and Schedule are already efficient when considering the rural nature and significant size of the service area compared to the population and its potential riders. Route and Schedule changes are recommended but will not provide a corollary reduction in operating costs. In fact, to meet FTA requirements, additional costs may be incurred. Additionally, proposed changes to the route would not positively impact every rider but will have a positive impact on riders from Naco and the San Jose neighborhoods where the majority of Bisbee Bus's ridership and low- and moderate-income residents live.

The recommendations section includes two potential route changes; one, a revision of the alternating run system currently in place, and two, a loop system that reaches all locations with each run. A poll of riders indicated that a small majority preferred the loop system.

8.1 Service changes

8.1.1 Service hours

The current service hours are from 5:54 a.m. until 6:29 on weekdays. Persons may call for pick-up (CFP) before or after these hours at selected stops. The Monday-Friday service day includes 12 hours and 35 minutes without CFP.

Saturday service hours are from 9:30 a.m. until 4:53 p.m. with CFP available after these hours to select stops. The Saturday service day includes 7 hours and 23 minutes without CFP.

Fifteen survey responses used the open-ended question "what improvements would you like to see in the service" to answer, "longer hours" or "later service." These responses were made by twelve unique individuals and ranked highest among recommendations for improvements.

Drivers report that riders from Naco are the primary users of the first run which begins at 5:54 a.m. It arrives in Naco at 6:14 and arrives at all locations on the route before 8:00 a.m.

Drivers report that riders leaving work, and Safeway shoppers wishing to get home, are the primary riders for the last run of the day. The last run begins at 5:16 p.m. and delivers riders to all destinations by the run's end at 6:19 p.m. The last run includes two stops at Safeway, one at 5:41 and one at 6:08. Riders who live in Warren, Saginaw, and old Bisbee can catch the later bus from Safeway, however,

riders wishing to return to Naco, must take the earlier stop at 5:41. Residents of the San Jose Triangle and Copper City Villas must take an even earlier stop at 3:02 from Safeway to be able to use the bus to return home.

It is recommended that the service hours be extended each weekday or at two days during the week (Friday & Saturday) with an additional run to accommodate workers who may wish to shop before the last run and for other riders who may wish to take utilize shopping and recreational activities available in the late afternoon and evenings on Friday and Saturday.

8.1.2 Route and stop options

The current route includes ten runs with five scheduled stops and twenty-eight flag stops. A few flag stops are no longer relevant to the system, others have been misidentified, and three new flag stops have been identified from rider surveys.

With headways that exceed 1.5 hours and significant wait times in the current alternate-route schedule, the most efficient option would be to have two buses running simultaneously, thereby cutting the headways in half, and allowing the bus to reach every stop with each run in a loop route. This option may be efficient for time and rider convenience, but it is not an affordable option when considering the significant increase in costs, the reductions in federal funding and the complete withdrawal of state funding, and the additional capital expenditures needed for buses and their maintenance.

The proposed changes to scheduled and flag stops remove unused flag stops, relocates stops that are presently hazardous, and adds flag stops in three locations that were favorable to several riders now having to walk more than .5-1 mile to the nearest stop. *See Figure 21.*

Suggested Stop changes include:

- Flag stops north of Circle K be removed from the schedule.
- Bank of America stop be renamed Washington Federal, Congdon and Arizona Street removed from the schedule and the Boys and Girls Club parking area on the south side of the Boys and Girls Club on Congdon be added as a flag stop. While not frequently used, this stop provides a safe place for B&GC members to board safely.
- Center Ave & Terrace Ave bus stop be relocated to Center and Cochise Row utilizing pullover space on the north side of the road.
- CCAH stop be renamed as the Premier Alliance stop.
- Fairway View be added as a flag stop.
- Turquoise Valley Golf Club be renamed Turquoise Valley RV Park. At Martinez/Towner stop, pull onto Martinez (either to the east or west) and circle the block to return to Towner or Dominquez and on to Naco Hwy.
- Add a stop in Galena, turning onto Lowell Ave, then circling the block to Hwy 92.
- Add a flag stop at the new Dollar General Store.
- Proceed to Saginaw then on to old Bisbee.

		Bisbee Bus Schedule changes - recommendations
		Scenario 1 Loop Schedule
		Stops
		Southbound
1	Scheduled	Circle K
2	Flag	Court House old Bisbee
3	Scheduled	Copper Queen Plaza
4	Flag	Department of Economic Security
5	Flag	Washington Federal Bank
6	Flag	Copper Queen Hospital
7	Scheduled	Bisbee City Hall/Chiricahua Clinic
8	Flag	Bisbee Boys and Girls Club
9	Flag	Vista Park Tennis Courts
10	Flag	Center & Cochise Row
11	Flag	Bisbee High School
12	Flag	Hwy 92 Fire Station
13	Flag	Hwy 92 and Washington Ave.
14	Scheduled	Safeway
15	Flag	Bisbee Senior Center
16	Flag	Triangle Apts.
17	Flag	San Jose Center
18	Flag	Copper City Apartments
19	Flag	Premier Alliance @ Hereford & Naco Hwy.
20	Flag	San Jose Lodge @ Della (west side of the Hwy.)
21	Flag	Naco Hwy @ Fairway View (west side of the Hwy.)
22	Flag	Naco Turquoise Valley RV Park
23	Flag	Naco Newell St/Towner
24	Scheduled	Naco Martinez/Towner
		North Bound
25	Flag	Naco Hwy @ Granada (east side of the Hwy.)
26	Flag	Naco Hwy @ Della (east side of the Hwy.)
15	Scheduled	Safeway
27	Flag	Tin Town
28	Flag	Galeena (Lowell to Sacramento to 92)
29	Flag	Dollar General
30	Flag	B St in Saginaw
30	Flag	Lowell School
31	Scheduled	Lyric
1	Scheduled	Circle K
		Headway
		Total Revenue Hours

Figure 21 Proposed scheduled and flag stops

The first option is to continue with the current route, which is somewhat efficient in that it keeps the headways as minimal as possible (1 hour and 36 minutes at most) for a one-bus system by alternating trips to resident neighborhoods with every other run for ten runs. These neighborhoods are in Naco and in the San Jose area. However, the effort to reduce headway time also creates extended wait times for people wishing to return to their homes in these two areas as they must wait for two runs (often more than 2.5 hours and sometimes 3 hours.) before the bus returns to their neighborhood. Additionally, this route does not provide break times for drivers, nor does it allow extra time to make up for deviations, particularly those from the jail.

The second option is to keep the alternating-run route presently in place but reduce the number of daily runs from 10 to 8 (including a commuter run) to accommodate breaks and deviations. Unused flag stops have been removed, and new, more desirable flag stops have been added. Additionally, the stops for 28

Scenario 1 Alternate Schedule			No Service		Break	Deviation makeup		Driver Switch			
Stops			Commuter	Monday through Friday							
Southbound			Start Time	Start Time	Start Time	Start Time	Start Time	Start Time	Start Time	Start Time	Optional
1	Scheduled	Circle K		7:15 AM	8:35 AM	10:25 AM	11:45 AM	1:40 PM	3:00 PM	5:00 PM	6:45 PM
2	Flag	Court House old Bisbee									
3	Scheduled	Copper Queen Plaza	5:54 AM	7:20 AM	8:40 AM	10:30 AM	11:50 AM	1:45 PM	3:05 PM	5:05 PM	6:50 PM
4	Flag	Department of Economic Security									
5	Flag	Washington Federal Bank									
6	Flag	Copper Queen Hospital									
7	Scheduled	Bisbee City Hall/Chiricahua Clinic		7:30 AM	8:50 AM	10:40 AM	12:00 PM	1:55 PM	3:15 PM	5:15 PM	7:00 PM
8	Flag	Bisbee Boys and Girls Club									
9	Flag	Vista Park Tennis Courts									
10	Flag	Center & Cochise Row									
11	Flag	Bisbee High School									
12	Flag	Hwy 92 Fire Station									
13	Flag	Hwy 92 and Washington Ave.									
14	Scheduled	Safeway	6:04 AM	7:45 AM	9:10 AM	10:55 AM	12:15 PM	2:10 PM	3:40 PM	5:30 PM	7:15 PM
15	Flag	Bisbee Senior Center									
16	Flag	Triangle Apts.									
17	Flag	San Jose Center									
18	Flag	Copper City Apartments									
19	Flag	Premier Alliance @ Hereford & Naco Hwy.									
20	Flag	San Jose Lodge @ Della (west side of the Hwy.)									
21	Flag	Naco Hwy @ Fairway View (west side of the Hwy.)									
22	Flag	Naco Turquoise Valley RV Park									
23	Flag	Naco Newell St/Towner									
24	Scheduled	Naco Martinez/Towner	6:16 AM		9:22 AM		12:27 PM		4:00 PM	5:50 PM	7:35 PM
North Bound											
25	Flag	Naco Hwy @ Granada (east side of the Hwy.)									
26	Flag	Naco Hwy @ Della (east side of the Hwy)									
19	Flag	Premier Alliance @ Hereford & Naco Hwy.									
18	Flag	Copper City Apartments									
17	Flag	San Jose Center									
16	Flag	Triangle Apts.									
14	Scheduled	Safeway	6:35 AM	8:00 AM	9:42 AM	11:10 AM	1:00 PM	2:25 PM	4:20 PM	6:10 PM	7:55 PM
27	Flag	Tin Town									
11	Flag	Bisbee High School									
10	Flag	Center & Cochise Row									
7	Scheduled	Bisbee City Hall/Chiricahua Clinic	6:50 AM	8:15 AM	10:00 AM	11:25 AM	1:15 PM	2:40 PM	4:35 PM	6:25 PM	8:05 PM
8	Flag	Bisbee Boys and Girls Club									
9	Flag	Vista Park Tennis Courts									
6	Flag	Copper Queen Hospital									
5	Flag	Washington Federal Bank									
4	Flag	Department of Economic Security									
28	Flag	B St in Saginaw									
29	Flag	Lowell School									
30	Scheduled	Lyric	7:05 AM	8:30 AM	10:15 AM	11:40 AM	1:30 PM	2:55 PM	4:50 PM	6:40 PM	8:20 PM
1	Scheduled	Circle K	7:10 AM	8:35 AM	10:20 AM	11:45 AM	1:35 PM	3:00 PM	4:55 PM		
Headway			1h 16 m	1h 20 m	1h 45 m	1h 20 m	1h 50 m	1h 20 m	1h 55 m	1h 40 m	1 h 30 m

Figure 22 Revised Alternating weekday route

and 29 in the north bound schedule can be bypassed in the commuter run to meet the Cochise Connection bus at the Lyric. See figure 22. There is an optional additional run from 6:45 PM until 8:20 PM which could be added on Fridays to accommodate workers wishing to shop before returning home and other riders who may wish to take advantage of local events or recreational opportunities on a Friday evening.

The Saturday schedule would operate much as it does now, in a loop with no alternating runs. This option includes two potential start times, one at 9:30 AM and one at 11:10 AM. If the service starts at 9:30, it will make a total of five runs and end service at 5:05. If it begins at 11:10, it will make a total of five runs and end service at 6:55 PM. See Figure 23.

Scenario 1 Alternate Schedule								
Stops			Saturday					
Southbound			Optional	Start Time	Start time	Start time	Start Time	Optional
1	Scheduled	Circle K		11:10 AM	1:00 PM	2:45 PM	3:30 PM	5:10 PM
2	Flag	Court House old Bisbee						
3	Scheduled	Copper Queen Plaza	9:30 AM	11:15 AM	1:05 PM	2:50 PM	3:35 PM	5:15 PM
4	Flag	Department of Economic Security						
5	Flag	Washington Federal Bank						
6	Flag	Copper Queen Hospital						
7	Scheduled	Bisbee City Hall/Chiricahua Clinic	9:40 AM	11:25 AM	1:15 PM	3:00 PM	3:45 PM	5:25 PM
8	Flag	Bisbee Boys and Girls Club						
9	Flag	Vista Park Tennis Courts						
10	Flag	Center & Cochise Row						
11	Flag	Bisbee High School						
12	Flag	Hwy 92 Fire Station						
13	Flag	Hwy 92 and Washington Ave.						
14	Scheduled	Safeway	9:55 AM	11:40 AM	1:30 PM	3:15 PM	4:00 PM	5:50 PM
15	Flag	Bisbee Senior Center						
16	Flag	Triangle Apts.						
17	Flag	San Jose Center						
18	Flag	Copper City Apartments						
19	Flag	Premier Alliance @ Hereford & Naco Hwy.						
20	Flag	San Jose Lodge @ Della (west side of the Hwy.)						
21	Flag	Naco Hwy @ Fairway View (west side of the Hwy.)						
22	Flag	Naco Turquoise Valley RV Park						
23	Flag	Naco Newell St/Towner						
24	Scheduled	Naco Martinez/Towner	10:15 AM	12:00 PM	1:50 PM	3:35 PM	4:20 PM	6:10 PM
North Bound								
25	Flag	Naco Hwy @ Granada (east side of the Hwy.)						
26	Flag	Naco Hwy @ Della (east side of the Hwy)						
19	Flag	Premier Alliance @ Hereford & Naco Hwy.						
18	Flag	Copper City Apartments						
17	Flag	San Jose Center						
16	Flag	Triangle Apts.						
14	Scheduled	Safeway	10:35 AM	12:20 PM	2:10 PM	3:55 PM	4:40 PM	6:30 PM
27	Flag	Tin Town						
11	Flag	Bisbee High School						
10	Flag	Center & Cochise Row						
7	Scheduled	Bisbee City Hall/Chiricahua Clinic	10:50 AM	12:35 PM	2:25 PM	3:10 PM	4:55 PM	6:45 PM
8	Flag	Bisbee Boys and Girls Club						
9	Flag	Vista Park Tennis Courts						
6	Flag	Copper Queen Hospital						
5	Flag	Washington Federal Bank						
4	Flag	Department of Economic Security						
28	Flag	B St in Saginaw						
29	Flag	Lowell School						
30	Scheduled	Lyric	11:05 AM	12:50 PM	2:40 PM	3:25 PM	5:05 PM	6:55 PM
1	Scheduled	Circle K	11:10 AM	12:55 PM	2:45 PM	3:30 PM		
Headway			1h 40 m	1h 45m	1h 45m	1h 45 m	1h 35 m	1h 45m

Figure 23 Revised Saturday Schedule

A third option reduces wait times for people wishing to reach their neighborhood but increases the headway for those who are trying to reach other destinations on the schedule. Having Safeway included in the schedule (Safeway is the most often cited destination for riders) twice in each run allows riders to disembark for shopping as the bus moves north or south and allows adequate time to shop before the bus returns in the opposite direction. *See Figure 24.*

This alternative has the bus run in a continuous loop, letting every rider reach their destination in under 2 hours. This alternative has fewer runs per day as it includes break times for drivers and time to make up for the losses experienced with each deviation to the jail which are almost daily and sometimes twice daily during the week. Adding an optional additional run at the end of the schedule at least once a week (Friday) will allow workers to shop and still have access to a ride back to their neighborhoods. Again, stops 28 and 29 can be bypassed during the commuter run to meet the Cochise Connection at the Lyric.

		Scenario 2 Loop Schedule	No Service		Break	Deviation makeup		Driver Switch		
		Stops	Commuter	Monday through Friday						
		Southbound		Start Time	Start Time	Start Time	Start Time	Start Time	Start Time	Optional
1	Scheduled	Circle K			8:05 AM	9:45 AM	11:45 AM	1:25 PM	3:20 PM	5:00 PM 6:40 PM
2	Flag	Court House old Bisbee								
3	Scheduled	Copper Queen Plaza		6:30 AM	8:15 AM	9:55 AM	11:55 AM	1:35 PM	3:30 PM	5:10 PM 6:50 PM
4	Flag	Department of Economic Security								
5	Flag	Washington Federal Bank								
6	Flag	Copper Queen Hospital								
7	Scheduled	Bisbee Qty Hall/Chiricahua Clinic		6:40 AM	8:25 AM	10:05 AM	12:05 PM	1:45 PM	3:40 PM	5:20 PM 7:00 PM
8	Flag	Bisbee Boys and Girls Club								
9	Flag	Vista Park Tennis Courts								
10	Flag	Center & Cochise Row								
11	Flag	Bisbee High School								
12	Flag	Hwy 92 Fire Station								
13	Flag	Hwy 92 and Washington Ave.								
14	Scheduled	Safeway	5:25 AM	6:55 AM	8:40 AM	10:30 AM	12:20 PM	2:10 PM	3:55 PM	5:35 PM 7:15 PM
15	Flag	Bisbee Senior Center								
16	Flag	Triangle Apts.								
17	Flag	San Jose Center								
18	Flag	Copper Qty Apartments								
19	Flag	Premier Alliance @ Hereford & Naco Hwy.								
20	Flag	San Jose Lodge @ Della (west side of the Hwy.)								
21	Flag	Naco Hwy @ Fairway View (west side of the Hwy.)								
22	Flag	Naco Turquoise Valley RV Park								
23	Flag	Naco Newell St/Towner								
24	Scheduled	Naco Martinez/Towner	5:45 AM	7:15 AM	9:00 AM	10:50 AM	12:45 PM	2:30 PM	4:15 PM	5:55 PM 7:35 PM
		North Bound								
25	Flag	Naco Hwy @ Granada (east side of the Hwy.)								
26	Flag	Naco Hwy @ Della (east side of the Hwy)								
15	Scheduled	Safeway	6:00 AM	7:30 AM	9:15 AM	11:05 AM	12:55 PM	2:45 PM	4:30 PM	6:10 PM 7:50 PM
27	Flag	Tin Town								
28	Flag	Galeena (Lowell to Sacramento to 92								
29	Flag	Dollar General								
30	Flag	B St in Saginaw								
30	Flag	Lowell School								
31	Scheduled	Lyric	6:20 AM	7:50 AM	9:35 AM	11:25 AM	1:15 PM	3:05 PM	4:50 PM	6:30 PM 8:10 PM
1	Scheduled	Circle K	6:25 AM	8:00 AM	9:45 AM	11:35 AM	1:25 PM	3:15 PM	5:00 PM	
		Headway	1h 0 m	1 h 30 m	1h 40 m	1 h 50 m	1 h 40 m	1 hr 50 m	1 h 40 m	1h 30 m
		Total Revenue Hours	13h 5m							14 h45m

Figure 24 Proposed Loop Schedule

Because the Saturday schedule is already a loop schedule, it will be the same as in *Figure 23*.

8.2 Infrastructure

It is recommended that just prior to the effective date all fixed route bus stop signage should be replaced with weatherproof signage that includes the date of implementation, revised schedule, and route map along with phone, email, and website information. Old, obsolete signage and sign poles located at stops that have been removed from the schedule should be removed, all established bus shelters made ADA accessible, and all flag stops identified with signage.

All flag stops should be equipped with a sign pole and schedule at minimum. Those without sign poles and schedules include:

- Washington Federal
- Congdon Ave at BGCB
- Washington Ave
- Safeway
- San Jose Lodge and Della (both sides of the road)
- Naco Hwy @ Granada – (both sides of the road)
- Turquoise Valley RV Park
- Naco @ Newell St.
- Fairway View (west side of the road) southbound only

- Galena on Lowell Ave. down the block, enough to not create a traffic hazard for cars turning onto Lowell Ave.
- Dollar General Store on Hwy 92
- Lowell School
- Lyric Plaza

Signage and schedules at stops indicated in paragraph 2.8 that need replacement or repair include:

- | | |
|--------------------|--------------------|
| • City Hall | • Tin Town |
| • Vista Park | • High school |
| • Fire Station | • DES |
| • Premier Alliance | • B Street Saginaw |
| • Naco @ Martinez | • Hospital |

Shelters should be added or replaced/repared at

- DES,
- Bisbee City Hall,
- Premier Alliance, and
- Copper Queen Hospital
- Naco @ Martinez
- Dollar General

Additionally, some flag stops could also use a shade shelter as they are located on a very hot highway with no nearby shade. Riders must arrive at the time of the last scheduled stop so as not to miss the bus as it is not required to stop unless someone is present. This can mean upwards of 15 minutes in the hot sun, wind, or rain. These include:

- San Jose Lodge and Della (both sides of the road)
- Naco Hwy @ Granada – (both sides of the road)
- Turquoise Valley RV Park
- Naco @ Newell St.
- Fairway View (west side of the road) southbound only

A critical element to bus stops is their ADA accessibility. COB may wish to conduct site visits to catalog accessibility issues, especially for scheduled stops and flag stops that present a safety hazard (ADA accessibility, weather, crossing/road safety). The County Courthouse stop has a sign and bench, but the stop may be hazardous for people with mobility issues as it is on a slope. The stop at Premier Alliance is only accessible from the road with no way for riders to safely get off the road. An alternative may be to move the sign pole to their parking area along Naco Hwy. If the stop at School Terrace and Center is relocated, an ADA accessible pad will be useful there as the pull-off is gravel. All Naco stops and stops along Naco Hwy. will need to be reviewed for ADA accessibility and road/weather issues.

8.3 Budget impact

In reviewing the Bisbee Bus system, the largest budget efficiencies found were not in cost reductions but rather in maximizing resources. COB management should make it a priority to review monthly ADOT and AAA reimbursement requests and plan contingencies for full use of funds before the end of the third quarter. Additionally, COB should review its contract relationship with COD to make sure that it is in line with current market conditions. The contract with COD has been in place for ten years. A positive financial review would justify the continued use of federal funds to maintain this contract. Developing contracts for services to health care organizations, the County Sheriff's Department for jail deviations, and local retailers could also have an impact on maximizing resources.

8.3.1 True Cost with efficiencies (not based on contracted agreements)

It is not clear that COB has calculated its true cost of administering and operating its transit system. This may have led to inaccuracies in budgeting and budget allocation, creating a drain on the City's finances as they may be unaware of all allowable transit costs and fail to prepare system funding applications accordingly. In addition, failure to claim these costs in budgets does not eliminate the cost but rather requires General Fund allocations to cover them. Budget considerations for the current system (if no changes are made) should be reviewed to identify the true cost of the system, how the federal and AAA reimbursement of certain costs currently paid for through the general fund can be maximized, and where additional resources may be made available are important to sustaining the system while maximizing efficiencies.

Budget considerations for changes to the system must also account for all transit-related costs including those that can be proportionately allocated to the system. These are largely administrative costs and while COB may be paying for them from general funds, by including them in the transit budget, COB can, when awarded, be reimbursed for up to 80% of the costs as part of their 5311 funding.

The largest budget considerations regarding these recommendations are labor (additional driver to meet FTA regulations that limit the amount of time a driver can drive), fuel costs, and bus maintenance. COB staff will review and update budget expectations against their current budget and determine the level of funding required to accommodate changes so they may be included in applications for funding from ADOT and AAA. Reviewing the contract with COD to determine if any changes in the system will generate cost changes for COD will be imperative prior to implementing system changes.

Additional capital costs for consideration are bus replacement, additional bus shelters (or improved ADA access to existing shelters) and new bus stop signage. Administrative costs for policy development, rider guide, and schedule/map printing will also need to be considered.

Expanded marketing costs and potential electronic-based information systems are also cost considerations that can be applied to either administrative or operational line items.

Sources of funding that are not currently utilized by COB may include Cochise County, Chiricahua Clinic, Copper Queen Hospital Foundation, Albertson's Foundation, Cochise County Sheriff's Department, and Legacy Foundation.

Cochise County's elected supervisors have access to discretionary funds that may be used in support of transportation for county residents that live outside the City of Bisbee's service area. COB can identify residency within the ridership and can assure that ridership is tracked under a revised data collection system, allowing COB to accurately report ridership in support of County funding claims.

Both the Chiricahua Clinic and the Copper Queen Community Hospital rely on the Bisbee Bus to bring patients to appointments and to return them home. COB can identify the number of these rides provided in the past when reviewing driver logs and destinations. Utilizing the ridership software tool already in place can track origins and destinations that would allow COB to bill health organizations for rides in an agreed upon contractual relationship. Bisbee Bus can also work with admissions and discharge staff at Copper Queen Community Hospital to aid in return or follow up Doctor appointments as recidivism in admissions reduces the hospital's reimbursement rates.

Safeway is a primary destination for Bisbee Bus riders. COB can identify past ridership for these destinations to negotiate annual gifts from this company's foundation.

The following budgets have been developed without regard to the current funding status or contract operations status so that the reader will see the true cost of the schedule options presented previously.

The proposed budgets are similar as the established route is already efficient in that the origin and destination locations are already being addressed in the most miles-efficient way possible when providing a single-bus system. The primary difference in the schedule options is that one maintains an alternating run schedule and the other is a loop run schedule. With the need for an additional part-time driver, budget savings are not at all significant.

The only budget savings not shown in either option would be to remove Naco from the route. This is not recommended as the Naco ridership is significant. While the cost per revenue-mile and revenue-hour may go down, the cost per ride will increase. Local businesses depend on Naco residents as employees and consumers. Additionally, students and employees from Naco wishing to connect to Douglas and Sierra Vista would have to find other transportation which is not an option without depending on friends or family members as there are no micro-transit (Lyft, Uber, Shuttle) systems operating in the Bisbee/Naco area.

Bisbee Bus Transit Route Efficiency Study 2025

Budget for Alternating Route		
ADMIN		
Transit Manager (100% 1FTE)	\$ 62,400.00	1 FTE @\$30 p.h.
Transit Coordinator (25% 1 FTE)	\$ 13,000.00	.25 FTE @25 p.h.
Financial Staff Support	\$ 8,000.00	
Administrative Staff Support (PW, CM, Admin Sec, Clerk)	\$ 8,000.00	
ERE	\$ 25,592.00	Proportionate share at 28% of wages
Insurance (proportionate share General Liability)	\$ 1,200.00	
Admin supplies (proportionate share)	\$ 1,000.00	
Admin communications (proportionate share)	\$ 1,800.00	Cell phones and office phones (100% for TM and proportionate share for other staff)
Admin IT (proportionate share)	\$ 1,200.00	Proportionate share of equipment costs and contractual support costs
Marketing	\$ 3,000.00	Printed schedules and guides and direct marketing ads etc.
Travel (conference, TAC, Coordination Council, etc.)	\$ 3,250.00	50% of Conference fees, mileage, accommodations, etc.
Utilities	\$ 3,000.00	Proportionate share Includes PW Yard and City Hall,
Facilities	\$ 1,500.00	Proportionate share of office space and PW Yard
Audit (proportionate share)	\$ 2,000.00	Proportionate share of audit costs
Memberships (AZTA, CTAA, etc.)	\$ 1,000.00	
Sub total	\$ 135,942.00	
OPERATING		
Transit Coordinator (75% 1 FTE)	\$ 39,000.00	.75 FTE @25 p.h.
Dispatcher (100% 1 FTE)	\$ 45,760.00	1 FTE @ 22 p.h.
Drivers (100% 2.5 FTE)	\$ 114,400.00	2.5 FTE @ 22 p.h.
Mechanic (.20% 1 FTE)	\$ 10,400.00	.20 FTE @ 25 p.h.
ERE	\$ 58,676.80	Proportionate share at 28% of wages
Communications - cell	\$ 3,600.00	Cell phones for drivers \$300 pm for all three drivers
Insurance (auto)	\$ 12,000.00	
GPS and Ridership Software Service Subscriptions	\$ 4,200.00	
Uniforms	\$ 1,200.00	\$400 per year per driver
Fuel	\$ 17,704.70	Based on mileage estimate @3.00 p.g. at 12 mpg
Operating Supplies	\$ 1,800.00	150 per month
IT Technology & Equipment	\$ 1,500.00	3 Notepads for driver ridership software
Drug Testing	\$ 600.00	Random drug tests
Tires/Parts/Repairs	\$ 25,000.00	
Preventive Maintenance	\$ 17,704.70	.25 per mile 7,126.08
Training (PASS, Defensive Driving, Policy, + 50% conferen	\$ 3,750.00	
Travel (driver & dispatcher training, meetings, etc.)	\$ 500.00	Mileage
Subtotal	\$ 357,796.20	
Total	\$ 493,738.20	
Admin to Operation ration	38%	

Figure 26 Alternating Run Budget

The alternating run schedule is a complete estimated budget for a six-day-a-week system with wages comparable to current conditions at both COB and COD. *See Figure 26.*

The associated income budget includes the allowable federal share for both administrative and operational costs. The recommended revenue from the County for non-Bisbee riders is based on the cost per ride (\$13.42) for the over 8,000 rides provided to Naco and non-City riders. This may not be a reasonable amount for the County but can be the starting point for discussions and requests for County support. Similarly, the Sheriff's Office contribution reflects the cost per ride for the estimated number of trips made to the jail. For the current COB fiscal year, COB has allocated \$52,674 in General Funds for local match. If COB could negotiate half of the recommended County support, it would remain in line with anticipated local match funding.

The 5311 Administrative cost reimbursements to the GF are based on the 80% reimbursement of costs in the Admin portion of the budget. Identifying line items that would have to be paid even without a public transit system, allows the city to utilize ADOT funding for these allocable and proportionate costs rather than General Funds. *See Figure 27.*

These \$30,380 in reimbursable costs include

- Financial Staff Support and associated ERE
- Administrative Staff Support and associated ERE
- General Liability Insurance
- Administrative supplies
- Administrative IT support
- Utilities
- Facilities
- Audit

INCOME		based on current award 8401.68 Naco annual ridership 192 Jail ridership
ADOT 5311		
Federal Share	\$ 294,807.62	
Local Share	\$ 198,930.58	
	\$ 493,738.20	
Local Share		
AAA	\$ 32,000.00	
County Supervisor	\$ 112,705.80	
County Sherrif	\$ 2,575.62	
Admin reimbursements for GF line items	\$ 30,380.00	
Fares	\$ 20,000.00	
Cash requirement from GF	\$ 1,269.16	

Figure 27 Income Budget for Alternating Route Schedule option

Like the Alternating Route Budget, the Loop Budget has an additional \$110.50 in total operating costs which can be attributed to fuel and preventive maintenance costs associated with a total milage difference of 442 miles.

The Administrative budget is the same as in Figure 27. The Operating budget reflects the difference in fuel and preventive maintenance costs. *See Figure 28.*

Bisbee Bus Transit Route Efficiency Study 2025

Loop Route Budget			
ADMIN			
Transit Manager (100% 1FTE)	\$	62,400.00	1 FTE @\$30 p.h.
Transit Coordinator (25% 1 FTE)	\$	13,000.00	.25 FTE @25 p.h.
Financial Staff Support	\$	8,000.00	
Administrative Staff Support (PW, CM, Admin Sec, Clerk)	\$	8,000.00	
ERE	\$	25,592.00	Proportionate share at 28% of wages
Insurance (proportionate share General Liability)	\$	1,200.00	
Admin supplies (proportionate share)	\$	1,000.00	
Admin communications (proportionate share)	\$	1,800.00	Cell phones and office phones (100% for TM & proportionate share for other staff)
Admin IT (proportionate share)	\$	1,200.00	Proportionate share of equipment costs and contractual support costs
Marketing	\$	3,000.00	Printed schedules and guides and direct marketing ads etc.
Travel (conference, TAC, Coordination Council, etc.)	\$	3,250.00	50% of Conference fees, mileage, accommodations, etc.
Utilities	\$	3,000.00	Proportionate share Includes PW Yard and City Hall,
Facilities	\$	1,500.00	Proportionate share of office space and PW Yard
Audit (proportionate share)	\$	2,000.00	Proportionate share of audit costs
Memberships (AZTA, CTAA, etc.)	\$	1,000.00	
Sub total	\$	135,942.00	
OPERATING			
Transit Coordinator (75% 1 FTE)	\$	39,000.00	.75 FTE @25 p.h.
Dispatcher (100% 1 FTE)	\$	45,760.00	1 FTE @ 22 p.h.
Drivers (100% 2.5 FTE)	\$	114,400.00	2.5 FTE @ 22 p.h.
Mechanic (.20% 1 FTE)	\$	10,400.00	.20 FTE @ 25 p.h.
ERE	\$	58,676.80	Proportionate share at 28% of wages
Communications - cell	\$	3,600.00	Cell phones for drivers \$300 pm for all three drivers
Insurance (auto)	\$	12,000.00	
GPS and Ridership Software Service Subscriptions	\$	4,200.00	
Uniforms	\$	1,200.00	\$400 per year per driver
Fuel	\$	17,815.20	Based on mileage estimate @3.00 p.g. at 12 mpg
Operating Supplies	\$	1,800.00	150 per month
IT Technology & Equipment	\$	1,500.00	3 Notepads for driver ridership software
Drug Testing	\$	600.00	Random drug tests
Tires/Parts/Repairs	\$	25,000.00	
Preventive Maintenance	\$	17,704.70	.25 per mile 7,126.08
Training (PASS, Defensive Driving, Policy, + 50% conferen	\$	3,750.00	
Travel (driver & dispatcher training, meetings, etc.)	\$	500.00	Mileage
Subtotal	\$	357,906.70	
Total	\$	493,848.70	
Admin to Operation ration			38%

Figure 28 Loop Route Budget

The income budget for the loop route is also much the same as the alternating route budget. The difference in costs is reflected in both the federal share of 5311 funding and the cash requirement from General Fund allocations. See Figure 29.

INCOME		
ADOT 5311		
Federal Share	\$	294,865.08
Local Share	\$	198,983.62
	\$	493,848.70
Local Share		
AAA	\$	32,000.00
County Supervisor	\$	112,740.61
County Sheriff	\$	2,576.41
Admin reimbursements for GF line items	\$	30,380.00
Fares	\$	20,000.00
Cash requirement from GF	\$	1,286.59
Total Local Share	\$	198,983.62

based on current award
8401.68 Naco annual ridership
192

Figure 29 Income budget for Loop Route

8.4 Operations impact based on either option

8.4.1 Performance Metrics

Performance measures for the current system are reported for a twelve-month period ending September 30, 2024, the latest full year of data. The National Transit Database is typically 8-12 months behind in reporting annual data based on the federal fiscal year. The following are taken from reports garnered from COB and COD.

2023-2024 Data	
Operating Expenses	275,858.03
Ridership	26,575.00
Revenue Hours	3,949.00
Revenue Miles	73,492.00
Cost per Hour	69.86
Cost per Mile	3.75
Cost per Ride	10.38

The significant difference in performance measures for the current system and the proposed system is based on two major factors. First, the proposed budget is a complete, true-cost budget that includes sufficient personnel to sustain the program. The 2023-24 operating expense represents only the expenses reported to ADOT and not the actual expense. Second, the number of miles and hours traveled in the proposed system does not account for deviations. **The data for 2023-24 do not represent the true cost of the system and therefore, do not provide accurate performance metrics. See Figure 30.**

Proposed Performance Metrics	Alternate	Loop
Estimated Operating Expenses	\$ 357,796.20	\$ 358,017.20
Estimated Ridership	26,672.00	26,672.00
Estimated Revenue Miles	70,818.80	71,260.80
Estimated Revenue Hours	3,640.00	3,744.00
Cost per Hour	\$ 98.30	\$ 95.57
Cost Per Mile	\$ 5.05	\$ 5.90
Cost Per Ride	\$ 13.41	\$ 13.41

Figure 30 Estimated Performance Data

8.4.2 Performance Metrics comparisons

Bisbee Bus proposed performance metrics can be compared to other rural transit systems operating in the region and other parts of Arizona. These include systems in Benson, Douglas, Coolidge, and Cottonwood as well as the nearby Sierra Vista transit program which operates as a 5307 urban system.

Data from the National Transit Database for 2023 (the most current available) shows a wide spread of performance-measure costs and finds the proposed systems to be within the range of cost factors. Data is shown for fixed-route ridership only and does not include data for demand/response service.

Benson			
Annual Ridership	7,609	Cost per Ride	25.55
Annual Miles	29,673	Cost per Mile	6.55
Annual Hours	3,190	Cost per Hour	60.93
Douglas (includes Cochise Connection which travels between Douglas, Bisbee, and Sierra Vista)			
Annual Ridership	45,532	Cost per Ride	9.08
Annual Miles	210,142	Cost per Mile	1.97
Annual Hours	11,638	Cost per Hour	35.52
Sierra Vista			
Annual Ridership	67,227	Cost per Ride	11.00
Annual Miles	63,497	Cost per Mile	11.65
Annual Hours	6,137	Cost per Hour	119.80
Coolidge			
Annual Ridership	18,562	Cost per Ride	47.64
Annual Miles	185,578	Cost per Mile	4.77
Annual Hours	11,506	Cost per Hour	76.86
Town of Miami			
Annual Ridership	11,501	Cost per Ride	19.86
Annual Miles	62,511	Cost per Mile	3.65
Annual Hours	5,731	Cost per Hour	39.85
City of Bisbee proposed Loop Route			
Annual Ridership	26,672	Cost per Ride	13.41
Annual Miles	71,260	Cost per Mile	5.90
Annual Hours	3,744	Cost per Hour	95.57

8.4.3 Policies

Assuring that drivers are properly trained to adhere to the transit program's operating and safety policies is essential to its success. In addition to standard ADOT approved training including safety, defensive driving, PASS, pre-post check inspections, and drug and alcohol policies, drivers should receive annual training and competency evaluation on the following:

- ADA policies
- Communications policies (dispatch, media, technology, etc.) A clear policy on how statements to public safety officials and the public can be made and by whom.
- Conflict resolution
- Customer safety
- Customer service
- Dealing with rider incidents – under what conditions a driver may refuse service and reporting
- Destination information
- Deviations – Drivers may deviate up to $\frac{3}{4}$ mile from the stated fixed route. Deviations beyond this service area may only be approved by the Dispatcher or Transit Manager.
- Dispatch requirements – accepting deviation requests, communication with drivers
- Driver logs and reporting – data collection
- Driver schedules – By law, drivers cannot exceed 10 hours of driving without an 8-hour rest between shifts. Currently, drivers are behind the wheel for over 12 hours per shift.
- Driving Conditions – safety
- Embarking and debarking safety policies
- Emergency readiness and response (vehicle evacuation, fires, mechanical emergencies, medical emergencies, incident emergencies, security emergencies)
- Fare policies – Fares are to be collected or passes shown for each rider. Drivers may use discretion when conditions merit, however, a log of riders not presenting a pass or paying a fare must be kept.
- Flag Stops
- Foreign language translation tools (i.e., google translate)
- On-board route training
- Policies related to children
- Rider behavior (acceptable and un-acceptable)
- Rider Guide policies and how to communicate them to riders.
- Route schedules – Drivers must adhere to scheduled and flag stop locations unless a deviation generated by the dispatcher is approved.
- Seatbelt policies for both wheelchair and non-wheelchair riders
- Title VI policies and complaint procedures
- Training and testing requirements
- Uniform requirements for drivers
- Vehicle familiarization
- Vehicle inspections
- Wheelchair lift operations and securement

8.4.4 Service Hours

Service hours are the hours in which the service is available to the riding public. The proposed alternating route begins at 5:54 a.m. on weekdays and at 9:30 a.m. on Saturday. The route ends at 6:40 p.m. on weekdays and at 3:30 p.m. on Saturday. Revenue hours for the alternating route schedule are 12 hours and 36 minutes.

The proposed loop route begins at 5:35 a.m. on weekdays and at 9:30 a.m. on Saturday. The loop route ends at 6:30 p.m. on weekdays and at 4:05 on Saturday. Revenue hours for the loop route schedule are 13 hours and 5 minutes.

Because drivers cannot drive more than 10 hours per day, an additional part-time driver will have to be hired to fill the schedule. Additional time for pre and post inspections, vehicle cleaning, and fueling time must be added to each driver's schedule.

8.4.5 Service Miles

Service Miles are those driven during the published route schedule when passengers may board. These miles must be accounted for separately than dead-head miles (miles traveled when passengers are not permitted to be on the bus – generally getting to and from the route start and back to the bus barn, for maintenance and repair travel, and for use of the vehicle for purposes not related to the bus route.

Service or revenue miles for the alternating route are estimated to be 199.4 each weekday and 160.5 on Saturday.

Service or revenue miles for the loop route are estimated to be 212 on each weekday and 106 on Saturday.

Drivers must continue to report daily mileage, both revenue and dead head, for purposes of calculating performance and scheduling preventive maintenance.

8.4.6 Headways

The route headway is the time it takes for the bus to complete a run. For the alternating route, the headways vary from 1 hour and 20 minutes (the express commuter route) to 1 hour and 55 minutes on weekdays. On Saturday, the headway is 1 hour and 45 minutes. Headways vary to accommodate deviation time and to provide breaks for the drivers.

The loop route headways vary from 1 hour (the express commuter route) to 1 hour and 50 minutes on weekdays. On Saturday, the headway varies from 1 hour and 30 minutes to 1 hour and 55 minutes. Like the alternating route, the loop route includes time to accommodate deviations and provide breaks for the drivers.

8.4.7 Drivers & Dispatchers

The current system operates with two drivers, each having to drive more than 12 hours per weekday. State and Federal law prohibit transit drivers from driving more than 10 hours per day. The proposed schedule(s) will require that there be three drivers, one part-time and two full-time positions, to be compliant with State and Federal laws.

A bi-lingual dispatcher is presently available to receive ride requests, guide riders in how to use the system, answer rider questions, and dispatch drivers to deviation locations. The dispatcher also communicates with drivers regarding incidents, accidents, and general operations.

The proposed system requires one dispatcher throughout the week, Monday through Friday. Riders seeking a deviation on Saturday must call the dispatcher 24 hour in advance – on Friday to assure that a ride can be scheduled. It is imperative that dispatchers be bi-lingual as many riders are mono Spanish speakers.

8.5 Rider impact

8.5.1 Schedule

In choosing the loop-run route, riders from neighborhoods in San Jose and Naco will no longer have to wait more than 2.5 hours to catch the bus. These riders constitute over 60% of the ridership. While the headways are longer, each scheduled stop is reached on each run, affording all riders additional opportunities with each run to reach their destination.

8.5.2 Fares

No fare changes are recommended, allowing all fare-paid riders to see greater value in terms of the cost per ride.

8.5.3 Rider Guide

It is strongly recommended that the current rider guide be updated in both English and Spanish (preferably in a single document) fully outlining the following:

- Rider conduct responsibilities
- Dress code and hygiene requirements
- On-board requirements (sitting, standing, aisles clear of obstructions)
- Title VI information
- Mobility devices
- Wheelchairs
- Personal care attendants
- Shopping carts and shopping bags
- Baby strollers
- Large and prohibited items
- Food and drinks
- Diaper changing
- Solicitation
- Tobacco/Vaping
- Bicycles
- Lost and found
- Service animals
- Dial-a-ride information
- Schedules
- Maps
- AAA Bus Pass information and eligibility
- Fare and Pass information
- Transit Office contacts
- Dispatch number

8.6 Marketing

There are two distinct marketing efforts that should take place. The first is a direct marketing campaign that informs current riders of any changes expected and when. ADOT requires that riders be notified 30 days in advance of any change. This type of effort should happen at least weekly over a month period.

This notice is also a suitable time to recognize riders, give promotional materials, and make public announcements on social media, websites, and posters.

All new print schedules/maps, signage/poles/schedules, rider guides should be made available **prior to** changes so that riders can become familiar with changes to stops, schedules, and policies.

The second is ongoing marketing to promote increased ridership on Bisbee Bus.

Other marketing endeavors recommended include:

- Frequent press releases and print ads with promotional passes and discounts
- Radio PSAs
- Rider appreciation events
- Rider spotlight on social media
- Frequent social media content linking to other popular social media pages
- Announcements at City Council meetings
- Bi-Lingual Posters on board buses and in public settings that are destinations for most riders (Safeway, medical offices, laundry mats, library, clinics, hospital, banks, utility offices, bus stops, etc.)
- Updated website information including rider guide, schedule, and map
- Announcements in utility bills – The City provides sewer and garbage bills monthly.
- Announcements in local newsletters and church bulletins
- Announcements and publications through schools including public, charter, private, and higher education institutions
- Bi-Lingual announcements and posters to major employers
- Bi-Lingual flyers for all riders
- Bag inserts for Safeway, Dollar General, and Dollar Store shoppers
- As the effective date approaches, new rider guides and route schedule/maps should be made available online, onboard, and in destination locations frequented by riders.

8.6.1 Marketing Plan

Because COB wishes to conduct marketing in a coordinated fashion with its contractor, COD, a marketing plan will be essential in outlining responsibilities, limitations, and clarifying a scope of work for marketing along with a schedule. Marketing plans for transit are available through RTAP and provide a useful template for a customized plan for promoting Bisbee Bus.

8.6.2 Rider Training

One way to market the Bisbee Bus to potential riders is to focus on riders who are most likely to use the system. Seniors and persons with disabilities not only represent most riders but the fares of seniors are subsidized by AAA funding which could increase with increased ridership.

Meeting seniors where they are and providing an easy and safe way to learn how to use the bus system could be useful. The Bisbee Senior Center often hosts speakers on a variety of topics. Taking the bus, allowing people to board either through the door or on the lift, sharing the rider guide, and issuing passes could entice more senior riders. Working with the hospital and physical therapy program could identify

riders and create referrals for persons with disabilities who may need transit services that can accommodate their needs. These and other populations of potential riders can be afforded training on how to use the bus and the benefits it brings including deviations, passes, and a positive social aspect to being a bus rider.

8.6.3 Google Maps

In the past, COB has made an inquiry into having the Bisbee Bus routes published on Google Maps. While this attempt yielded no specific outcome, it is imperative that the effort continue. Google Maps allows current and potential riders to have ready access to schedule, route, and fare information. Google Maps integration should be a part of the Marketing Plan.

8.6.4 Service Schedule and Maps

COB produces a print copy of the system schedule and map along with information on fares, deviations, and Title VI. With any changes in the system, this printed piece can be redesigned for better ease in reading and better graphics. Any changes to the printed schedule should be made prior to the launch of any new schedule with an expectation that old schedules will be removed from their current locations and replaced with new material. If funding can be made available, it is also recommended that an electronic smart-phone compatible app that utilizes the existing GPS (for real-time bus location) can accept fare payment, deviation requests, and access schedules and stop locations would be useful in marketing the system.

8.7 TAC membership and representation

Presently, rider representation is limited on the Transit Advisory Council (TAC). Making a concerted effort to attract riders to serve on the TAC will help to keep the system rider centric and alert COB to any issues not being addressed adequately or in a timely manner. Riders can serve as ambassadors to the public, help facilitate rider training events, and support marketing efforts. Even if riders serve a one-year term or other convenient period of participation, their input is a priority for the system to be sustained.

The survey reached several riders who provided their name and contact information. Reaching out to these riders may lead to riders who would be pleased to serve. The public meeting held to review the Study also had three riders present – each who seemed very interested in the system.

APPENDIX A Survey Tool and Results

Surveys were conducted both electronically and with hard copies. Electronic surveys were made available to the general public. Hard copy surveys were presented to riders throughout each day for 45 days. Riders were encouraged to answer the survey each day they rode to establish origination and destination trends.

The following survey questions were asked in both the electronic and hard copy documents. Riders were provided with a clip board and a writing pen to complete the survey which was returned to the driver when they reached their destination. 274 responses were received and analyzed. Posters for the survey were on each bus and posted throughout the community.

7



Gracias por viajar en el Autobús de Bisbee. Queremos saber más sobre cómo usas el autobús mientras consideramos mejoras y mayor eficiencia para el sistema de autobuses. Por favor, completa ambos lados del formulario de la encuesta que se encuentra en esta bolsa cada vez que viajes. También hay bolígrafos en la bolsa. Si deseas participar en un sorteo para ganar una tarjeta Visa de \$50, escribe tu nombre y contacto en el reverso de esta encuesta. Cada encuesta se incluirá en el sorteo, por lo que cuantas más encuestas completes, mayores serán tus posibilidades de ganar. Si deseas completarla en línea, visita www.SEAGO.org o escanea el código QR a continuación. Agradecemos tus comentarios. Compartiremos los datos y cualquier recomendación y realizaremos el sorteo en una reunión pública más adelante esta primavera. Si deseas hablar con alguien sobre tus inquietudes, por favor llama o envía un correo electrónico a Melanie Greene al 520-255-3274 o melanie@mgreeneprd.com.



English



Spanish

Cuando hayas terminado, entrega la encuesta completada al conductor en tu parada.



Thanks for riding the Bisbee Bus. We want to know more about how you ride the bus as we consider improvements and greater efficiency for the bus system. Please fill out both sides of the survey form found in this bag each time you ride. Pens are in the bag too. If you want to be included in a drawing for a \$50 Visa Card, put your name and contact on the backside of this survey. Each survey will be included in the drawing so the more surveys you fill out the greater your chances of winning. If you want to fill it out online, go to www.SEAGO.org or scan the QR Code below. We appreciate your feedback. We will share the data and any recommendations and have the drawing at a public meeting later this spring. If you want to speak with someone about concerns, please call or email Melanie Greene at 520-255-3274 or melanie@mgreenepd.com.



English



Spanish

When you've finished, give the completed survey to the driver at your stop.

The survey tool was offered to every rider in both English and Spanish as a hard copy and collected on the bus. An electronic version of the same survey could be accessed through QR codes available on posters and allowed the participant to fill out the survey from their phone or computer.

Bisbee Bus Transit

Route Efficiency Study – 2024

Rider Survey for Origin and Destination

What is your HOME ADDRESS (please be specific ex. 123 W. Main St. Bisbee – This allows us to know where convenient bus stops should be located.)

What time is it now (if you are on the bus) or what time of day do you normally ride the bus?

Where are you coming from now? (Check only one)

- | | |
|--|---|
| <input type="radio"/> Work | <input type="radio"/> Social or Human Services agency |
| <input type="radio"/> Work related | <input type="radio"/> Restaurant |
| <input type="radio"/> College | <input type="radio"/> Recreation |
| <input type="radio"/> K-12 school | <input type="radio"/> Social Visit / Church |
| <input type="radio"/> Medical/Doctor/Clinic (non-work) | <input type="radio"/> Other_____ |
| <input type="radio"/> Shopping List store_____ | <input type="radio"/> Your Home |

How did you arrange for this ride?

- ☐ Called to make an appointment to be picked up at my home
- ☐ Called to make an appointment to be picked up at a specific location
- ☐ Waited at the bus stop for a scheduled ride

Where are you going to now? (Check only one)

- | | |
|--|---|
| <input type="radio"/> Work | <input type="radio"/> Social or Human Services agency |
| <input type="radio"/> Work related | <input type="radio"/> Restaurant |
| <input type="radio"/> College | <input type="radio"/> Recreation |
| <input type="radio"/> K-12 school | <input type="radio"/> Social Visit / Church |
| <input type="radio"/> Medical/Doctor/Clinic (non-work) | <input type="radio"/> Other_____ |
| <input type="radio"/> Shopping | <input type="radio"/> Your Home |

General Questions

What is your age?

- | | | |
|------------------------------|------------------------------|------------------------------------|
| <input type="radio"/> 6-18, | <input type="radio"/> 34-50, | <input type="radio"/> 75 and older |
| <input type="radio"/> 19-21, | <input type="radio"/> 51-59, | |
| <input type="radio"/> 22-34, | <input type="radio"/> 60-74, | |

Do you require assistance boarding or departing the bus?

- ☐ Yes ☒ No

Bisbee Bus Transit Route Efficiency Study 2025

Do you speak a language other than English at home? ☐ Yes ☐ No Language _____

Do you use a bus pass or a fare pass? ☐ Yes ☐ No

Do you buy bus fares each time you ride? ☐ Yes ☐ No

How often do you ride Bisbee Bus?

- | | |
|--|---|
| <input type="radio"/> 1 or 2 days a week | <input type="radio"/> 1 or 2 days a month |
| <input type="radio"/> 3 or 4 days a week | <input type="radio"/> once in a while |
| <input type="radio"/> 5 or 6 days a week | <input type="radio"/> first time riding |

If transit services were not available, how would you have made this trip?

- | | |
|------------------------------------|---|
| <input type="radio"/> Walk | <input type="radio"/> Ride with someone else |
| <input type="radio"/> Bicycle | <input type="radio"/> Would not have made this trip |
| <input type="radio"/> Drove myself | <input type="radio"/> Other _____ |

Do you use Bisbee Bus to get to (check all that apply):

- | | |
|--|---|
| <input type="radio"/> Hospital/Clinic | <input type="radio"/> Get to another neighborhood |
| <input type="radio"/> Grocery and other shopping | <input type="radio"/> Government Offices |
| <input type="radio"/> Naco | <input type="radio"/> DES |
| <input type="radio"/> Recreation | <input type="radio"/> Events |
| <input type="radio"/> School | <input type="radio"/> Other _____ |

Does the bus go to the places you want to go?

- ☐ Yes
- ☐ No Where would you like to see a bus stop? _____

Is the bus on time?

- | | |
|----------------------------------|---------------------------------|
| <input type="radio"/> Most Often | <input type="radio"/> Not often |
| <input type="radio"/> Often | <input type="radio"/> Never |

What improvement(s) would you like to see in the Bisbee Bus service?

Please fill out a survey each time you board the bus. Add your name and either an email address or phone number if you would like to be entered into a drawing for a \$50 Visa gift card. Each survey with a name will be entered into the drawing. The winner will be notified by phone or by email. You do not have to provide your name if you do not want to be entered into the drawing.

Name (print clearly)

Phone or email address

Transporte Bisbee Bus

Estudio de Eficiencia de Rutas – 2025

Encuesta a Pasajeros sobre Origen y Destino

Para completar la encuesta en línea, use el código QR.*



¿Cuál es tu DIRECCIÓN DE RESIDENCIA? (por favor sé específico: por ejemplo, 123 W. Main St. Bisbee – Esto nos permite saber dónde deberían ubicarse paradas convenientes de autobús)

¿Qué hora es ahorita (si estás en el autobús) o a qué hora del día sueles usar el servicio de autobús?

¿De dónde vienes ahora? (Marca solo una opción)

- | | |
|--|---|
| <input type="radio"/> Trabajo | <input type="radio"/> Agencia de servicios sociales o humanos |
| <input type="radio"/> Asuntos relacionados con el trabajo | <input type="radio"/> Restaurant |
| <input type="radio"/> Colegio | <input type="radio"/> Recreación |
| <input type="radio"/> escuela primaria o secundaria (K-12) | <input type="radio"/> Visita Social / Iglesia |
| <input type="radio"/> Médico/Doctor/ Clínica (no relacionada con el trabajo) | <input type="radio"/> Otro _____ |
| <input type="radio"/> Compras: Indica la tienda _____ | <input type="radio"/> Tu Hogar |

¿Cómo organizaste este viaje?

- ☐ Llamé para hacer una cita para que me recogieran en mi hogar
- ☐ Llamé para hacer una cita para que me recogieran en un lugar específico
- ☐ Esperé en la parada de autobús para un viaje programado

¿A dónde te diriges ahora? (Marca solo una opción)

- | | |
|--|---|
| <input type="radio"/> Trabajo | <input type="radio"/> Agencia de servicios sociales o humanos |
| <input type="radio"/> Asuntos relacionados con el trabajo | <input type="radio"/> Restaurant |
| <input type="radio"/> Colegio | <input type="radio"/> Recreación |
| <input type="radio"/> Escuela primaria o secundaria (K-12) | <input type="radio"/> Visita Social / Iglesia |
| <input type="radio"/> Médico/Doctor/ Clínica (no relacionada con el trabajo) | <input type="radio"/> Otro _____ |
| <input type="radio"/> Compras | <input type="radio"/> Tu Hogar |

Preguntas Generales

¿Cuál es tu edad??

- | | | |
|-----------------------------|-----------------------------|-------------------------------------|
| <input type="radio"/> 6-18 | <input type="radio"/> 34-50 | <input type="radio"/> 75 años o más |
| <input type="radio"/> 19-21 | <input type="radio"/> 51-59 | |
| <input type="radio"/> 22-34 | <input type="radio"/> 60-74 | |

¿Necesitas ayuda para subir o bajar del autobús?

☐ Sí ☐ No

¿Hablas un idioma diferente al inglés en casa? ☐ Sí ☐ No Idioma _____

¿Usas una tarjeta de autobús o un pase de tarifa? ☐ Sí ☐ No

¿Compras boletos de autobús cada vez que viajas? ☐ Sí ☐ No

¿Con qué frecuencia usas el autobús Bisbee Bus?

- | | |
|--|--|
| <input type="radio"/> 1 o 2 días a la semana | <input type="radio"/> 1 o 2 días al mes |
| <input type="radio"/> 3 o 4 días a la semana | <input type="radio"/> de vez en cuando |
| <input type="radio"/> 5 o 6 días a la semana | <input type="radio"/> primera vez que lo utilizo |

Si los servicios de transporte no estuvieran disponibles, ¿cómo habrías hecho este viaje?

- | | |
|---|--|
| <input type="radio"/> Caminar | <input type="radio"/> Viajar con otra persona |
| <input type="radio"/> Bicicleta | <input type="radio"/> No habría hecho este viaje |
| <input type="radio"/> Conducir mi propio vehículo | <input type="radio"/> Otro _____ |

¿Usas el autobús Bisbee Bus para llegar a (marca todas las opciones que correspondan):

- | | |
|--|--|
| <input type="radio"/> Hospital/Clínica | <input type="radio"/> Llegar a otro vecindario |
| <input type="radio"/> Compras de alimentos y otras compras | <input type="radio"/> Oficinas de gobierno |
| <input type="radio"/> Naco | <input type="radio"/> DES |
| <input type="radio"/> Recreación | <input type="radio"/> Eventos |
| <input type="radio"/> School | <input type="radio"/> Otro _____ |

¿Va el autobús a los lugares a los que quieres ir?

- ☐ Sí
- ☐ No ¿Dónde te gustaría ver una parada de autobús? _____

¿Llega el autobús a tiempo?

- | | |
|--------------------------------------|---------------------------------------|
| <input type="radio"/> Frecuentemente | <input type="radio"/> No muy a menudo |
| <input type="radio"/> A menudo | <input type="radio"/> Nunca |

¿Qué mejora(s) te gustaría ver en el servicio de autobús Bisbee Bus?

Por favor, completa una encuesta cada vez que subas al autobús. Agrega tu nombre y una dirección de correo electrónico o número de teléfono si deseas participar en el sorteo de una tarjeta de regalo Visa de \$50. Cada encuesta con un nombre será incluida en el sorteo. El ganador será notificado por teléfono o por correo electrónico. No es necesario proporcionar tu nombre si no deseas participar en el sorteo.

Nombre (escribe claramente)

Número de teléfono o dirección de correo electrónico

Survey Results

The survey results are housed in a CVV/Excel file that is available for view only. Names of riders have been redacted.

[Bisbee Bus Efficiency Study Rider Survey Data](#)

APPENDIX B Public Outreach and Meeting Minutes

Public Meeting Agendas/Minutes

Kick Off Meeting

Bisbee Bus – Route Efficiency Study

Agenda and Minutes – 9-5-2024 11:00 a.m.

Bisbee City Hall

- | | |
|--|--|
| ✓ Matthew Gurney, PW Director | |
| ✓ Lorena Valdez, AA | |
| ✓ Connie Gastelum, City of Douglas,
Douglas Rides | ✓ Chris Vertrees, SEAGO
Transportation Director |
| ✓ Xenia Gonzales, City of Douglas,
Douglas Rides Grant Director | ✓ Jessica Aguayo, Mobility Manager,
SEAGO |
| ✓ Noelle Lievanos, City of Douglas,
Douglas Rides Transit Coordinator | ✓ Melanie Greene, Senior Planner,
SEAGO |

1. Introductions
 - a. The TAC committee met with all in attendance to kick off the Bisbee Bus Route Efficiency Study. Representatives from the City of Douglas (contractor for operations) and City of Bisbee
2. Nature of funding and timeline for the Study – Chris Vertrees
 - a. Chris introduced the study funded by ADOT
3. Purpose of Study – Chris Vertrees
 - a. Chris reviewed the Scope of Work and timeline for the project
4. Study Process – Melanie Greene
 - Data Collection (will need access to daily ridership data for one year and NTD reports for two years)
 - Staff Interviews – management, drivers, dispatchers (will need access and contact information for personnel including lead contact).
 - Financial review – 2 years of completed 5311 and City budget information.
 - Ride-along on route – (drivers will need to be notified that I will be riding)
 - Rider surveys and interviews (distribute and collect provided surveys to riders including web-based and library survey access)
 - Public Meeting (provide location and assist with marketing)
 - Draft findings and recommendations

- Public Meeting (provide location and assist with marketing)
 - Final report with recommendations
5. Public Engagement – Melanie Greene
- Formation of TAC committee that includes riders and stakeholders – Discussion on who should be on it, how often shall they meet? Date, time, and place for first TAC meeting?
 - Public Engagement Plan
 - Melanie reviewed the Public Engagement Plan
6. Preliminary discussion of service and route concerns – Melanie Greene
- a. Melanie led a discussion on current conditions with attendees providing information on service, schedules, ridership and route. Also discussed was potential for alternative services including micro-transit, demand response, and service reductions or expansions.

Public Meeting – Review of Findings

6-12-25

The TAC met on 6-12-25 to review the findings and accept public comments. In attendance were

Rita Smith, Rider

Perri Gojkovich, Transit Manager, City of Douglas

Circles Robinson, Rider

Logan Dodd, Public Works, City of Bisbee

Lorena Valdez, Administrative Assistant, City of Bisbee

Ted Hegay, Rider

Matthew Gurney, Public Works, City of Bisbee

Estrella Romero, Public Works, City of Bisbee

Noelle Lievanos-Transit Coordinator-City of Douglas

Gerald Hursh-Contract Svc Admin/Transportation Supv/Fleet Mgr/Animal Control-City of Huachuca City.

Mariza Nikitas-Transit Supervisor-City of Benson

Agenda

Study Components and updates

Route Efficiency

Safety

Ridership

Budgets

Marketing

Options

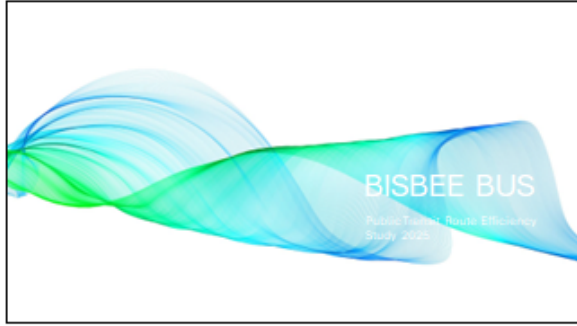
Impact

Next Steps

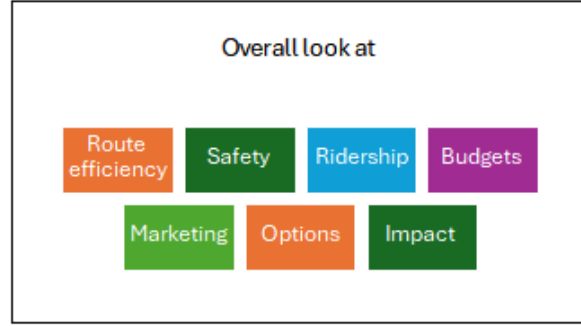
Public Comment Period – Hardcopy and web-based

Publish Final Plan

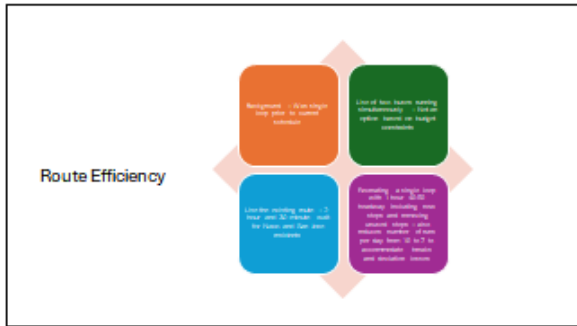
Submit to ADOT



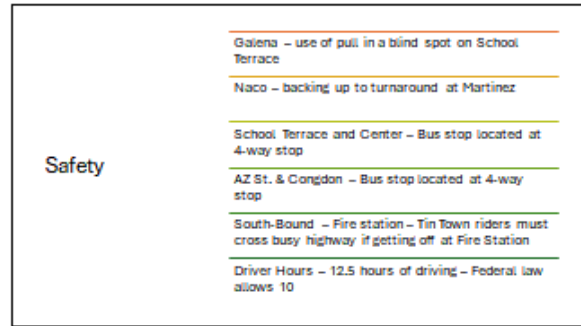
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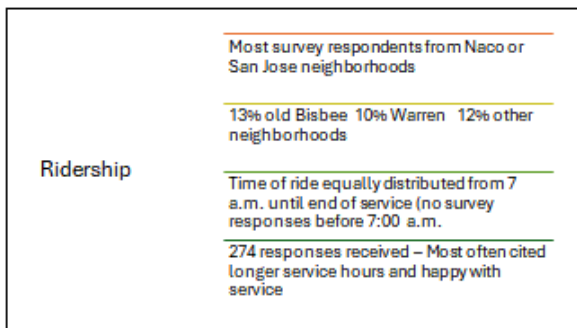
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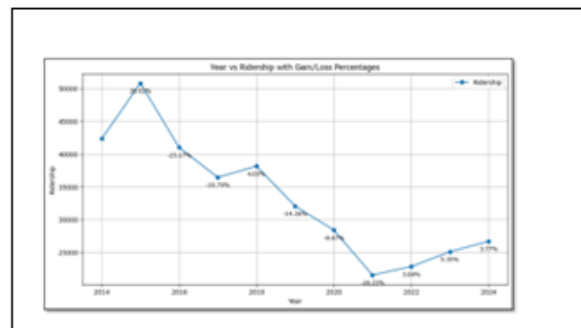
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4



5



6

Fares	Fares have not changed since 1998 when Bisbee took over the system
	Fare revenue exceeds cost of collecting fares by just over \$5,700 per year
	Fare changes not warranted

7

Drivers' Schedules	Currently 12.5 revenue time, 1.5 to 2 hours non-revenue time
	Exceeds federal law driving time limitations by 2.5 hours per day
	Must hire additional driver to be compliant and provide adequate driver and passenger safety
	Currently no time in bus schedule for bathroom or lunch breaks

8

Marketing	Currently, no active marketing plan
	Consider –
	Developing marketing plan with measurable objectives
	Developing rider training for Seniors and increase AAA reimbursements based on increased ridership
	Update logo and look of buses, websites, schedules, and rider guides
	Increase social media presence

9

Route Options	Keep existing route but remove unused flag stops, add new flag stops, and develop new route schedule and map
	Return to single loop route
	Discussion

10

	Station 1: Downtown Bisbee
	Station 2: Downtown Bisbee
	Station 3: Downtown Bisbee
	Station 4: Downtown Bisbee
	Station 5: Downtown Bisbee
	Station 6: Downtown Bisbee
	Station 7: Downtown Bisbee
	Station 8: Downtown Bisbee
	Station 9: Downtown Bisbee
	Station 10: Downtown Bisbee
	Station 11: Downtown Bisbee
	Station 12: Downtown Bisbee
	Station 13: Downtown Bisbee
	Station 14: Downtown Bisbee
	Station 15: Downtown Bisbee
	Station 16: Downtown Bisbee
	Station 17: Downtown Bisbee
	Station 18: Downtown Bisbee
	Station 19: Downtown Bisbee
	Station 20: Downtown Bisbee
	Station 21: Downtown Bisbee
	Station 22: Downtown Bisbee
	Station 23: Downtown Bisbee
	Station 24: Downtown Bisbee
	Station 25: Downtown Bisbee
	Station 26: Downtown Bisbee
	Station 27: Downtown Bisbee
	Station 28: Downtown Bisbee
	Station 29: Downtown Bisbee
	Station 30: Downtown Bisbee

11

Study Status and Next Steps	Need for additional feedback meeting?
	Include feedback into draft plan
	Construct budget estimates for preferred route
	Present final draft for 30-day public comment by June 25
	Include comments in Final Plan
	Present Final Plan to ADOT and City of Bisbee July 30

12

Staff Meetings

COB

PW Director & City Manager

A number of meetings were held with COB Public Works Director, Matthew Gurney, and City Manager, Steve Pauken. On February 13th, a brief introduction to the Study process was made with discussions about expectations, the current status of the system with regard to operational and administrative efforts, and a review of the scope of work. A second meeting on February 18th further defined the scope of work with requests for detailed budget development for any system changes and recommendations for administrative management systems.

On April 7th, a study update was provided to the PW Director and City Manager with requests for financial data.

On March 19th, a study update was provided to the Director and City Manager to review findings and discuss the financial status of local match requirements.

On April 7th, a meeting with the PW Director, City Manager, and Administrative Assistant, Lorena Valdez, was held to review further findings and request copies of agreements, grant awards, and other materials.

On June 12th, a meeting with PW Director was held to discuss findings and preferred options for revising the route. We also discussed various findings and recommendations for financial management.

On June 25th, a meeting with PW Director, SEAGO Executive Director, Chris Vertrees, and Mobility Manager, Jessica Urea, was held to discuss next steps in addressing financial requirements for the current and proposed transit system.

PW Staff

On March 25th, a meeting with Lorena Valdez to discuss survey deployment and collection.

Finance Staff

On March 25th, a discussion with COB Finance personnel to review the ADOT reimbursement requests and awards for COB in 2023, 2024, and 2025.

COD

Drivers

On April 1, met with Daniel, driver for COD, to discuss what is and isn't working with the Bisbee Bus program including schedules, routes, vehicles, destinations, originations, and rider satisfaction.

On April 4, met with Jesus, driver for COD, to discuss what is and isn't working with the Bisbee Bus program including schedules, routes, vehicles, destinations, originations, and rider satisfaction.

On several occasions, met with drivers while enroute to interview drivers, riders, and review the system schedule, infrastructure, and route progressions.

Transit Manager, COD

Met with Perri Gojkovich on February 3 to discuss scope of work. Perri had just been hired and had no insights into the Bisbee Bus system.

Met with Connie Gastelum, Interim Transit Director for COD, to review the Bisbee Bus operations, schedule, and route. Gathered insights into what was working well and aspects that required review and potential revision.

Deputy City Manager, COD

On April 30th, met with Luis Pedroza, Deputy City Manager, to review the Bisbee Bus budget and COD contract.

System ride and rider interviews

In an effort to experience the system first-hand and to interview riders as they rode the bus or van, the author, on five occasions (weekdays and Saturday), boarded the Bisbee Bus to talk with riders and drivers about the current system routes and schedules and to receive comments from riders on how the routes and schedules could be improved.

In informal interviews, riders commented on a number of topics, the following being the most often repeated:

- The long wait for Naco and San Jose riders between alternating runs of the route

- Their appreciation for the drivers

- Wanting Sunday service and service later into the evening

- Appreciation for passes

- Needed flag stops in Galena and on Naco Hwy at Fairway View

- Updated schedules needed

- Bus status not readily accessible at stops

- Lack of crosswalk on Hwy 92 from Fire Station to Tin Town

- Bike rack can't hold mountain or electric bikes

- Importance of early runs for workers

- General appreciation for the service

Draft Study Comments

Driver comments:

1. Consider alternating Galena and Warren stops
2. Add curb shoulders to Naco Highway stops for safe access by passenger, allowing bus to move from highway lane. These would be at Della (southbound and northbound), Granada (northbound only), and Fairway View (southbound only).
3. Change location of stop at Courthouse in old Bisbee
4. Request flashing light crossing at Tin-town

5. Yes, on moving School Terrace and Center stop to Center and Cochise Row.
6. No one uses the Della and Naco Hwy. Intersection flag stop. (note: the other driver reported passengers at Della and Naco Hwy.)
7. Bypass 28, 29, & 30 during first run to meet the Cochise Connection at the Lyric
8. Prefer Saturday schedule be 9:3- 5:05
9. Either proposal is fine.

No comments were received from the public at either the City Hall, Public Library, or Senior Center, hardcopies or electronic posting, nor the SEAGO electronic posting.

Comments 4 and 7 were included in the revisions to the draft study recommendations.

Public Engagement Plan – City of Bisbee - Bisbee Bus Efficiency Study – 2024-25

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● Introduction

Bisbee, population 4,923,³ is in the Mule Mountains of southeastern Arizona, in Cochise County. It is the County Seat and is in the south-central part of the County with Sierra Vista 30 minutes to the west, Douglas 30 minutes to the east, Tombstone, 30 minutes to the north, and Naco Arizona and the Mexican border 15 minutes to the south. Cochise County is the most south-eastern county in Arizona and is surrounded by Greenlee and Graham Counties to the north, the State of New Mexico to the east, Mexico to the south, and Santa Cruz County to the west.



Incorporated in 1902, Bisbee grew rapidly with interests in mining of copper, silver, and gold. In 1910 it was the largest city in the territory with over 25,000 people and became the County seat in 1929.⁴ During almost a century of mining, billions of pounds of minerals were extracted from the area. In 1975 the mining operations were closed.

The city limits are contained within 5.2 square miles with no above ground water. The elevation is 5,350 feet and is the southernmost mile-high city in the U.S.

They City is governed by six elected council persons, representing three districts. An elected Mayor runs at large and the City is managed by a hired City Manager.

The population has been on a decreasing trend since the closing of the mine. In 1970 the population was 12,744. In 1990 it was 6,536. In 2020, the population stood at 4,913 and the 2022 had risen to 5,008. In 2024 the population is estimated at 5018. This small fluctuation upward is often credited informally to COVID migrations between 2020 and 2023.

Presently, Bisbee Bus operates a fixed-route system with stops in each of its major neighborhoods, shopping center, and neighboring Naco, Arizona. The system makes nine routes per day and operates Monday-Friday from 6:30 a.m. until 6:30 p.m. and on Saturday from 9:30 a.m. until 4:00 p.m. The system is managed by the City of Bisbee Public Works Department which contracts the day-to-day operations to the City of Douglas which owns and operates its own transit systems, Douglas Rides and Cochise Commuter. The system receives financial support from the ADOT 5311 program and the Area Agency on Aging which is managed by SEAGO's AAA program. Required matching funds are provided by the City of Bisbee's General Funds and bus fares collected from riders.

³ 2020 Census data

⁴ City of Bisbee website

In 2024, Southeastern Arizona Governments Organization (SEAGO) received a planning grant through the Arizona Department of Transportation (ADOT) to conduct a transit route efficiency study (Study) and determine if the system was running at peak efficiency while maintaining effective service for their ridership.

The first phase in conducting the Efficiency Study is to identify existing conditions, rider satisfaction, driver insights, and financial sustainability. This phase will include a review of the ridership, use of deviations for persons who are elderly and/or disabled, destinations, the use of services in Naco, use of connections with Douglas' Cochise commuter (service to Douglas and Sierra Vista), and the identification of Service options that could create greater efficiency without a significant loss of ridership. This first phase of study will be reviewed with a brief list of feasible alternatives based on analysis of service options, costs, benefits, and performance measures.

The second phase is to identify preferred service route alternatives and implementation schedule should the suggested efficiencies be accepted by the City of Bisbee and its operators, the City of Douglas.

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

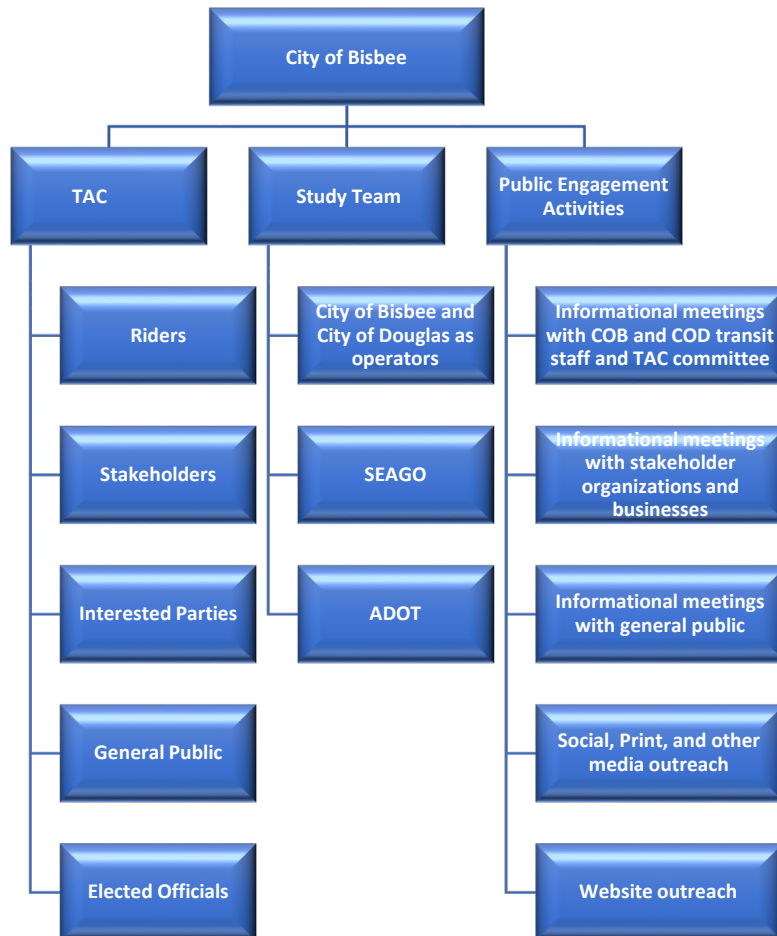
Overall Study Objectives:

- Conduct Route Efficiency Study for the purposes of creating a more effective and efficient transit system without significant ridership loss and without greater financial costs.
 - Review existing conditions
 - Review transit service alternatives and identify service options
 - Identify preferred route changes and/or operations strategies
 - Develop implementation strategies that consider and improve sustainability, preservation, mobility, safety, innovation, economy, health, and equity for the system and its current and future ridership.
 - Provide guidance for effective and efficient, future investments in the public and human services transportation system.
- **Public Engagement Plan (PEP)**

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

throughout the plan development process, SEAGO expects to determine how best to implement efficiency measures that are mutually beneficial for providers, stakeholders, and the public.

- Organizational Structure for PEP Plan



- Study Team (Team)

The Team consists of key City of Bisbee, City of Douglas (as operators), and SEAGO staff with input from ADOT 5311 program staff.

- Chris Vertrees, SEAGO Transportation Manager – Mr. Vertrees acts as the project leader and Senior Planner and is responsible for all planning content and documentation
- Melanie Greene, SEAGO Transit Planner – Ms. Greene is responsible for the development of the Study and will assist in carrying out all public engagement activities, collect public input, and draft the Study report.
- Jessica Aguayo, SEAGO Mobility Manager – Ms. Aguayo will serve as liaison between human services and other transit providers in the region and assist with public engagement activities as a Spanish/English translator.
- Aubrey Perry, ADOT 5311 Transit Program Manager – Ms. Perry will provide planning assistance and be responsible for approval of the Study on behalf of ADOT.
- Connie Gastelum, City of Douglas, Transit Program Manager – Ms. Gastelum will assist the Team in identifying areas of inefficiency, assist in interviewing drivers, and survey the current ridership. She will also review the efficiency strategies for feasibility and help in choosing options that will create a more efficient service while maintaining ridership where possible.
- Lorena Valdez, City of Bisbee, Administrative Assistant – Ms. Valdez will provide data to the Study from the existing service models and assist the Team with public notices and public meeting marketing.
- Matthew Gurney, City of Bisbee, Public Works Director – Mr. Gurney will provide input and feedback throughout the Study development process and work with City of Douglas and ADOT in determining the preferred efficiency measures for implementation.

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

- Route Efficiency Study Transit Advisory Council (TAC)

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

TAC representatives are drawn from a cross-section of the City of Bisbee community and the Bisbee Bus service area. Inclusion of members from underrepresented populations including low-income, seniors, transit riders, and ethnic groups is a priority for the TAC.

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

TAC purpose: Recommend how routes and services can be made more efficient while meeting the needs of the public and the provider. The TAC will be a key vehicle for continuous public engagement.

As such, it will bring the interests and concerns of a broader public to the Study process. It will advise the Team by identifying issues and transportation solutions critical to various constituencies.

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

TAC responsibilities:

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

TAC membership will include representatives from:

- The existing ridership of Bisbee Bus
- The City of Bisbee Public Works Department
- The City of Douglas Transit Operations Department and Cochise Connection
- Human services transportation providers working in the service area
- Health care
- Business
- Low-income population
- Senior population
- Disabilities population
- Schools/College
- ADOT
- Cultural, environmental, and social service representatives



• **Public Engagement Events & Activities**

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

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

Events and activities will be held at times and places that are most conducive to attendance of the targeted audience. As an example, general public events may be held in various places in the service area that are easily reached and are commonly recognized as safe, neutral spaces that encourage broad participation. Event and activity times also will be targeted to audiences. General Public events may be held after typical work hours, on weekends, and/or part of other scheduled public events such as festivals, fairs, and other public gathering events.

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

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

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

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

- ## Public Engagement Audiences

Elected officials and government staffs:

The Team will invite elected officials from the service area as well as State and Federal officials whose departments have a stake in transit planning. Also invited are key staff members from both the City of Bisbee and the City of Douglas. Cochise County officials will also be invited as the Naco portion of the route is within the County's jurisdiction. Organizational staff members, whose support will be relied upon for administration, operations, procurement, policy development, partner agreements, and implementation of any resulting service, will be essential to the Study's update and outcomes.

Stakeholders:

SEAGO is keenly aware of the diversity of stakeholders, their independent needs, and their essential engagement and input in updating the Study and subsequent implementation of any public transit service. Stakeholders include human and health services organizations and advocates, businesses, cultural and ethnic groups, religious organizations, schools and colleges, environmental groups, economic development entities, transit riders, and others who may be recommended by identified representatives. Building on the Phase 1 Study outcomes, these audiences may be engaged separately or as a group with significant efforts to identify unmet needs, impact potential for identified efficiency

strategies, resource and partnership opportunities, and barriers toward success of outcomes identified by the Study. The Team will utilize existing association and collaborative group meetings to share information.

General Public:

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

Transit/Transportation Providers:

The Team has a long-established relationship with existing, federally assisted transit and human services transportation organizations. These include FTA supported 5307, 5311, and 5310 providers in neighboring regions whose service may play a role in connections for riders. The Team also will seek out private transportation providers including non-emergency medical, long-term care and assisted living providers, Uber/Lyft and other web-based providers, taxi services, shuttle services, and business-related commuter services. Combined, these entities represent most transit/transportation services available in the service area. These agencies also are essential to identifying transportation connections that may reach beyond the Bisbee Bus service area.

Utilizing existing service data that includes ridership, the service area, origination and destination locations, service hours, cost per ride, cost per mile, ride duration, capital inventory, and current and projected budgets and resources, will inform the Study and clarify whether implementation efforts will result in a sustainable system that is efficient and effective. Providers also will provide insights into potential barriers to the planned route efficiency strategies and any other considerations useful to the Study process.

- **Expected Outcomes of Public Engagement**

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

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

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

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

- Appendix A – Government contacts

City of Bisbee – Council members and Mayor

City of Bisbee – City Manager

City of Bisbee – Public Works Director and Administrative Assistant

City of Douglas – Transit Manager for Bisbee

City of Douglas – Cochise Connections

Cochise County Board of Supervisors representative

Arizona Department of Transportation - 5311 Manager

SEAGO – Transportation Manager

- Appendix B – Stakeholder Groups

Copper Queen Hospital and its Bisbee Rural Clinic

Chiricahua Clinic

Bisbee Homeless Shelter

Bisbee Senior Center

Cochise County Section 8 housing voucher representative

Women’s Transition Center

Easter Seals Blake Foundation – Bisbee operations

Hope, Inc. – Bisbee operations

ViCap – Bisbee volunteers

Bisbee Unified School District

Naco School District

DES Bisbee Office

Safeway, Western Bank, Washington Federal Bank, and other determined businesses

- Appendix C – Transit Providers

Non-emergency medical providers

Independent provider(s) that presently provide Lyft/Uber, shuttle, or taxi type services

- Appendix D – TAC Members

The TAC committee will be comprised of representatives from the following:

Public Transit rider(s) from within the Bisbee Bus service area

City of Bisbee – Public Works

City of Douglas – Transit Management

Cochise County – Community Development

SEAGO

ADOT – 5311 Program Management

Bisbee Senior Center

Chiricahua Health Clinic

Copper Queen Hospital / Rural Clinic

Women’s Transition Center

Vi-CAP

Safeway or other business representative (may include member(s) of Rotary or Kiwanis who represent a considerable number of business owners/operators).

BUSD and NACO School District representatives