

CART Route Optimization Study

Project Management Plan

December 14, 2021

Contents

1.	Project Background.....	2
2.	Project Team.....	2
3.	Project Scope of Services.....	3
	Task 1: Project Management and Coordination	3
	Task 2: Limited English Proficiency Four Factor Analysis.....	3
	Task 3: Public Involvement.....	4
	Task 4: Evaluation of Current System and Conditions	4
	Task 5: Recommendation Development.....	4
	Task 6: Creation of Marketing Materials.....	5
	Task 7: Creation of Final Document/Implementation Plan	5
4.	Public Involvement Plan.....	6
	Stakeholder Engagement	6
	Public Open House	6
	Public Survey (If Necessary)	6
	Engagement Advertising.....	7
	Deliverables	7
5.	Potential Marketing Materials	7
6.	Project Schedule.....	8

1. PROJECT BACKGROUND

The Central Arizona Regional Transit (CART) system provides intercity transit service between Casa Grande, Coolidge, and Florence in Pinal County, Arizona. Ridership on the CART system has declined over recent years, which was exacerbated by the COVID-19 pandemic, resulting in the system providing less benefit to the region for its investment. The Sun Corridor Metropolitan Planning Organization (SCMPO) is conducting a study in partnership with the City of Coolidge that will develop recommendations for improving the efficiency and ridership of the CART system.

The 2016 Coolidge Transit Plan took an in-depth look at both the CART and Cotton Express transit services, operated by the City of Coolidge, and developed recommendations for expanding the coverage and usability these systems. Since 2016, there have been updates to the CART route to enhance connectivity and transit coverage. There has also been a large amount of growth and employment development within the region since the 2016 study. The combination of these factors means that reevaluating the CART routing against regional demographics and destinations could reveal opportunities for improving the efficiency and attractiveness of the system to riders.

Objectives of the CART Route Optimization Study are:

- **Review data and findings from the 2016 Coolidge Transit Study** to determine if additional information should be collected through a community survey.
- **Evaluate the CART system’s performance** by conducting a transit propensity analysis, a peer system analysis, and analyze CART ridership data to identify potential areas for improvement.
- **Develop recommendations** with the goal of improving efficiency and ridership while ensuring operating expenses are used wisely.
- **Engage the public** on the draft recommendations to ensure that both existing and potential riders are in favor of the proposed changes.
- **Create system marketing materials** to increase the public’s knowledge of the system, where it serves, and when it runs.

2. PROJECT TEAM

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Technical Advisory Committee

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3. PROJECT SCOPE OF SERVICES

Task 1: Project Management and Coordination

Kimley-Horn will develop a draft Project Management Plan (PMP) based on the contract scope of work and initial discussions with Sun Corridor MPO staff related to public transportation and CART. The Work Plan will include:

- Contact information and communication protocols for key team members.
- A brief project narrative that includes the goals and objectives of the plan.
- A comprehensive scope of work.
- A Public Involvement Plan (PIP) that includes anticipated timeframes and methodologies for engagement activities, advertising options, and comment documentation procedures.
- CART marketing materials assumed to be produced by Kimley-Horn.
- A detailed milestone schedule.

Kimley-Horn will hold a Technical Advisory Committee (TAC) meeting to review the content of the draft PMP. Kimley-Horn will finalize the PMP based on comments from the TAC, MPO, and Coolidge staff.

Kimley-Horn will hold brief monthly project management calls throughout the project with key MPO, Coolidge, and Kimley-Horn project staff.

Kimley-Horn will provide monthly invoices with brief project progress reports.

Meetings:

- TAC Meeting #1
- Monthly project management calls

Deliverables:

- Draft and final PMP
- Materials for TAC Meeting #1 and summary notes
- Monthly call agendas

Task 2: Limited English Proficiency Four Factor Analysis

Kimley-Horn will perform a Limited English Proficiency (LEP) Four Factor Analysis using the latest available five-year estimates from the American Community Survey (ACS) to identify the proportion of population within the study area that may struggle to participate in the planning process if all materials are in English only. Based on the results of the Four Factor Analysis, we will determine the need for translation services for engagement materials and marketing products created as part of this study. Kimley-Horn will document the results of the LEP Four Factor Analysis as a brief memorandum.

Kimley-Horn will provide translation and interpretation services, as necessary based on the results of the Four Factor Analysis.

Deliverables:

- Draft and final LEP Four Factor Analysis memorandum

Task 3: Public Involvement

Public involvement is detailed in the Public Involvement Plan (PIP) in Section 4 of this document.

Task 4: Evaluation of Current System and Conditions

Kimley-Horn will locate populations that are most likely to use transit based on demographic and socioeconomic datasets such as:

- Income
- Disability status
- Vehicle accessibility
- Race and ethnicity
- Population/employment
- Age (percent of workforce 30 or younger and 65 or older)
- Location of key community activity centers since these represent major potential transit demand generators, including:
 - Schools
 - Colleges
 - Retail areas

Kimley-Horn will perform a peer system assessment using the National Transit Database (NTD) metrics for three to five peer systems. This peer assessment will identify where CART is performing well compared to the peer system average.

Kimley-Horn will utilize available passenger count data from CART to analyze the system at the route level to identify where transit demand is high or low along the existing routes. Through talks with CART staff, Kimley-Horn will identify where travel times are chronically over- or underestimated and where transfers occur within the system to identify prevailing travel patterns.

Kimley-Horn will document results from Task 4 into Working Paper (WP) 1. Kimley-Horn will then conduct a second TAC meeting covering the contents of WP 1 and discuss potential route changes to guide Task 5. Kimley-Horn will finalize WP1 based on TAC, MPO, and City comments.

Meetings:

- TAC Meeting #2

Deliverables:

- Draft and final WP1
- Materials for TAC Meeting #2 and summary notes

Task 5: Recommendation Development

Kimley-Horn will work with MPO and Coolidge staff to develop refinements to the existing CART routes that better matches the region's demographics and anticipated growth. Updated fixed routes will be evaluated against elements previously identified in the planning process, including:

- Transit propensity analysis
- Major transit destinations

- Evaluation of ADA and Title VI requirements
- Goals of previous plans and studies
- Travel times
- Cost impacts of route changes

Kimley-Horn will group recommendations into a near-term (two- to four-year period) and mid-term (five- to 10-year period). Service route designs, timetables, service hours, and ridership forecasts based on transit ridership elasticities will be documented for both phases of implementation.

Kimley-Horn will examine CART's current organization and staffing compared to peer transit systems. Through this analysis, we will identify roles that are best suited in-house versus contracted and any needs for staffing changes, including number of staff needed, their roles, their area of expertise, and the ideal timeline for these changes.

Kimley-Horn will compile the analysis and recommendations developed in Task 5 into WP 2.

Following the public open house (described in Task 3), Kimley-Horn will document recommendations, including recommendations for route changes and organizational changes, into a draft WP 2.

Kimley-Horn will conduct a third TAC meeting covering the contents of WP 2 and discuss potential marketing materials that could be developed as part of Task 6.

Kimley-Horn will finalize WP2 based on TAC, MPO, and City comments.

Meetings:

- TAC Meeting #3

Deliverables:

- Draft and final WP2
- Materials for TAC Meeting #3 and summary notes

Task 6: Creation of Marketing Materials

Kimley-Horn will work with the TAC and MPO/Coolidge staff to determine what materials can be produced in the project budget and then work with these same groups to identify a color palette and theme to provide a consistent look across all materials produced as part of the study. Draft materials will be provided to the TAC for comment along with MPO and Coolidge staff.

Kimley-Horn will provide final design files for use in future marketing efforts by CART after addressing comments from staff and the TAC.

Deliverables:

- Draft and final designs for marketing materials

Task 7: Creation of Final Document/Implementation Plan

Kimley-Horn will compile information from the two working papers, public engagement results, and marketing materials into a final report.

Kimley-Horn will provide the draft report to MPO and Coolidge staff as well as the TAC to solicit feedback. The draft final report will be available to the public for review after TAC approval; simultaneously, Kimley-Horn will present to the MPO Executive Board and Coolidge City Council to provide an overview of the planning process and recommendations.

Kimley-Horn will make final revisions to the draft based on public and agency feedback and provide a final Route Optimization Study document to the MPO and City as a PDF and an editable version.

Kimley-Horn will provide any geographic information systems (GIS) data produced as part of the study for future use by the City and MPO.

Deliverables:

- Draft and final Route Optimization Study document
- CART Board, MPO Board of Directors, and Coolidge City Council presentations and summary
- GIS data

4. PUBLIC INVOLVEMENT PLAN

The PIP outlines who we will engage, questions we will ask, and how we will connect with the public and stakeholders for the CART Route Optimization Study.

Stakeholder Engagement

Kimley-Horn will perform stakeholder coordination to convey project information to decision makers, including:

- Three **TAC meetings** to present technical analyses, public input, and other work products. TAC meetings are anticipated to be held concurrently with:
 - Task 1 to introduce the project, outline the scope of work, and inform key decisions to get the project started.
 - Task 5 to obtain feedback on draft recommendations identified to address issues discovered during the existing conditions analysis.
 - Task 7 to provide comment on the draft marketing materials and final study document.
- Two presentations to the **CART Board of Directors** to keep members apprised of project progress and draft recommendations. Board presentations are anticipated to be conducted concurrently with:
 - Task 5 to obtain feedback on draft recommendations identified to address issues discovered during the existing conditions analysis.
 - Task 7 to provide comment on the draft marketing materials and final study document.
- One presentation to the **MPO Executive Board** and one presentation to the **Coolidge City Council** to provide an overview of the draft study recommendations and solicit feedback. These presentations are anticipated to be conducted concurrently with Task 7.

Public Open House

Depending on COVID-19 guidance at the time, Kimley-Horn will conduct either an in-person or virtual public open house to gather feedback on draft recommendations. It is anticipated this open house will be conducted concurrently with Task 5.

- If the open house is in-person, Kimley-Horn will work with MPO and Coolidge staff to identify and secure a venue that is accessible via transit and meets all Americans with Disabilities Act (ADA) requirements. Kimley-Horn will prepare all necessary meeting materials (boards, presentation, directional signage, and supplies for interactive activities) and will supply necessary staffing, including translation services if necessary, to conduct the open house.
- If the open house is virtual, Kimley-Horn will conduct a live event via Zoom or Microsoft Teams consisting of a brief presentation and live polling to gather feedback. The presentation can also be recorded and placed on the project website with a brief survey to replace live events to allow the public to participate whenever is convenient for them.

Public Survey (If Necessary)

Kimley-Horn will review the detailed survey data from the 2016 Coolidge Transit Plan and the annual CART Rider survey data to determine if another public survey is necessary based on the type and amount of

information that was collected. If the MPO and TAC determine a public survey is necessary, it will be conducted concurrently with Task 4 as part of the existing conditions analysis.

Kimley-Horn would develop a virtual and paper survey to collect updated and missing information not captured in the 2016 survey. Kimley-Horn would use MetroQuest for the virtual survey, which allows for both survey questions and an interactive web map that respondents can drop pins on to identify destinations they would like served by transit. Kimley-Horn would develop a companion paper version of the survey to be placed on buses and at activity centers throughout the region.

Engagement Advertising

Kimley-Horn will use the following communication methods to maintain communication throughout the project:

- Kimley-Horn will work with MPO or City of Coolidge staff to create a **project-specific webpage** on the MPO or City website to store public information on the study. The website content will be available in multiple languages if deemed necessary by the Four Factor Analysis. The website will be a central place for people to find information about the project, the survey (if necessary), and information on the public open house.
- Kimley-Horn will develop a **project fact sheet** that will provide general information on the study and public engagement opportunities. The fact sheet will be for both print and digital distribution to stakeholder groups or posted in CART buses, Central Arizona College, and other regional activity centers. A QR code to the project website will be included on the project fact sheet to direct people to the project website for more information. Two updates to the initial fact sheet are planned:
 - Before the public open house to provide specifics on the open house time, venue, and topics.
 - At the end of the project for use by Sun Corridor MPO and Coolidge staff as well as other project partners. The final fact sheet will summarize final study results and maintain a consistent message.
- Kimley-Horn will prepare a **news release** and advertisement for the Tri-Valley Dispatch newspaper. An email notification will be provided to the entire project contact list.
- **Social media post content** will be provided to the MPO staff, Coolidge staff, and stakeholder groups to be posted to each entity’s website and social media accounts.

Deliverables

- Draft and final PIP (as part of PMP)
- TAC meetings, agendas, presentations, and summary notes
- CART Board presentations and summary notes
- Governing body presentation and summary notes
- Project website materials
- Project fact sheet
- News release for public open house
- Social media post content
- Public open house presentation and materials
- Virtual and paper public surveys (if necessary)

5. POTENTIAL MARKETING MATERIALS

Based on the project budget, Kimley-Horn may create designs for marketing materials for CART service with a color palette and theme to provide a consistent look across all materials produced as part of the study. Potential marketing materials could include:

- Bus stop signage design(s)

- Onboard notices
- Seat drops
- Posters
- Flyers
- Countertop displays
- Community outreach materials (in addition to those scoped in Section 4)
- Targeted marketing for local events
- Promotional materials for national events
- Direct mailers
- Social media content (beyond that scoped in Section 4)

6. PROJECT SCHEDULE

A detailed milestone project schedule is included on the following page.

CART Route Optimization Study

