



# COOLIDGE TRANSIT PLAN 2016

FINAL REPORT

JUNE 2016



IN ASSOCIATION WITH





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# Arizona Department of Transportation



## Coolidge Transit Plan 2016

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### FINAL REPORT

June 2016

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# ES

## EXECUTIVE SUMMARY

The goal of the Coolidge Transit Plan is to conduct an objective and comprehensive assessment of existing public transit service offered within the city of Coolidge as well as within Pinal County, and to present practical strategies for addressing current and forecast demand for transit service.

Cotton Express and Central Arizona Regional Transit (CART) are the primary providers of public transit within Pinal County. Historically, Cotton Express has provided both a deviated fixed-route service as well as a demand-response service to residents of Coolidge. CART provides intercity regional service to Coolidge, Casa Grande, and Florence.

Our project team evaluated the current and projected level of demand within both Coolidge (Cotton Express) and Pinal County (CART) using data from the federal census along with Cotton Express/CART customer surveys, a Pinal County community survey, community workshops, and stakeholder roundtable sessions. Using this data, we were able to quantify current demand and forecast future demand among a variety of population segments.

We evaluated the current Cotton Express and CART services through daily trip sheet analysis and field observations. Through this analysis we formulated an objective “snapshot” of actual Cotton Express and CART performance. Our project team also conducted multiple surveys throughout the course of the Plan process. We surveyed the Coolidge community as well as Pinal County residents. The resulting data presented a true picture of local and regional transit demand. Based on the preceding, we crafted a set of objective and attainable goals. Such goals will provide focus for Cotton Express and CART in terms of desired performance.

The resulting two-phased approach spans 60 months (five years) and is intended to enhance the value of both Cotton Express and CART. Recommendations by phase for each program are presented below.

## Cotton Express

- **Phase 1:**
  - Formalize route-deviation policy.
  - Provide bi-directional service along Arizona Boulevard.
- **Phase 2:**
  - Introduce limited-hour Saturday service.

## CART

- **Phase 1:**
  - Provide a local circulator in Florence.
  - Increase service frequency along the trunk line (service from Florence to Coolidge, and Coolidge to Central Arizona College).
  - Extend service to Florence Gardens and Florence Anthem Hospital.
  - Extend service to Eleven Mile Corner Road.
- **Phase 2:**
  - Extend service to San Tan Valley.
  - Extend service to Sacaton and Blackwater.
  - Extend service to Arizona City.
  - Extend service to Eloy.

Each phase is presented with justifications as well as supporting detail for each route alignment and extension.

Along with the Capital and Financial Plans, we recommend several administrative changes. This report also contains a Marketing Plan specific to each program. The Marketing Plan specifies the activities as well as media/collateral necessary to ensure success of all phases for both Cotton Express and CART.



**CHAPTER 1**  
**INTRODUCTION**

### **Purpose of Study**

This study presents a Five-Year Transit Plan (Plan) for the Cotton Express and Central Arizona Regional Transit (CART) transit program. The Plan includes a comprehensive review of each transit program; preparation of operations, financial, capital and marketing plans; development of implementation plans; and extensive public outreach.

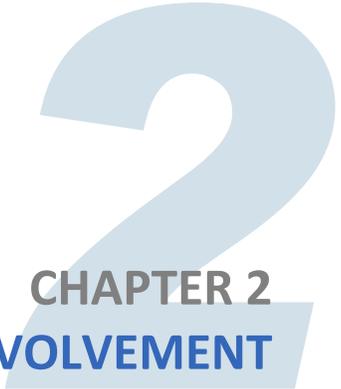
### **Project Management Team and CART Board**

A Project Management Team (PMT) provided project direction and input to the study. The PMT included representatives from the City of Coolidge, ADOT Multimodal Planning Division, and the consultant team. Meetings were held bi-weekly via teleconference. The meetings provided an opportunity to review progress, discussion, and work collaboratively on the development of study recommendations.

The CART Board is the governing body of the Central Arizona Regional Transit System. Project meetings with the CART Board were held quarterly to discuss project findings. The CART Board includes representatives from the following organizations:

- City of Coolidge,
- Central Arizona College,
- Town of Florence,
- Pinal County, and
- ADOT (ex officio member).

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# CHAPTER 2

## PUBLIC INVOLVEMENT

Public outreach was an essential element of the Plan. Activities included stakeholder meetings, a mobile workshop, rider surveys, and community (non-rider) survey.

The stakeholder meetings and mobile workshops were held on February 1, 2, and 3, 2016. These sessions provided an opportunity for members of the public and stakeholders to comment on transportation needs and deficiencies and help identify potential transit improvements. Three stakeholder meetings and mobile outreach displays were set up at ten locations in Coolidge, Florence, and Casa Grande. Community surveys were available at each outreach event as well as online at [www.linkinpinal2016.com](http://www.linkinpinal2016.com) and the City of Coolidge website, <http://www.coolidgeaz.com>.

### SECTION 2.1 – STAKEHOLDER MEETINGS

Stakeholder meetings included representatives of various government, private, and social service organizations having an interest in public transit either directly or on behalf of constituent groups. Stakeholders were invited to the meetings through a letter signed by the Acting City Manager of Coolidge.

Stakeholder meetings were held at the following dates and locations:

February 1, 2016	February 2, 2016	February 3, 2016
1 p.m. – 2 p.m.	10 a.m. – 11 a.m.	1 p.m. – 2 p.m.
Casa Grande Public Library	Coolidge City Council Chambers	Florence Library and Community Center
449 Drylake Street	911 S. Arizona Blvd	778 N. Main St

Attendees at each meeting were provided a packet of information which included an agenda, comment card, project fact sheet, information card including a link to the project website, community survey, maps of the CART and Cotton Express service areas, and a map of Pinal County.

A summary of stakeholder roundtable discussions is provided in Exhibit 2-1.

Exhibit 2-1: Summary of Stakeholder Meetings

<p>Casa Grande Public Library</p>	<ul style="list-style-type: none"> <li>Abbott Laboratories</li> <li>Arizona Department of Transportation Multimodal Planning Division</li> <li>City of Coolidge Transit Manager</li> <li>City of Coolidge Acting City Manager</li> <li>Greater Casa Grande Chamber of Commerce</li> <li>MACS Investments, Casa Grande Mayoral Candidate</li> <li>Pinal County Housing and Work Force Department</li> <li>Sun Life Family Health Center</li> <li>Town of Florence Assistant Town Manager</li> <li>United Way of Pinal County</li> </ul> <p><u>Consultant Team</u></p> <ul style="list-style-type: none"> <li>Moore &amp; Associates</li> <li>Kimley-Horn</li> </ul>	<ul style="list-style-type: none"> <li>Desires for additional transit services:             <ul style="list-style-type: none"> <li>Local circulator in Florence.</li> <li>Local circulator in Casa Grande.</li> <li>Service to San Tan, East Valley, Eloy, Maricopa, Arizona City, Pinal County, and Sacaton areas.</li> <li>Express bus service to Metro Phoenix area.</li> <li>Eleven Mile Corner Road.</li> <li>Arizola Road.</li> </ul> </li> <li>Need for more bus stops:             <ul style="list-style-type: none"> <li>Along Florence Avenue in Casa Grande.</li> <li>At Food Bank and St. Vincent de Paul temporary housing.</li> </ul> </li> <li>Limited stop/express peak-hour CART service linking key employers (such as Abbott Laboratories or Frito Lay) with either collection points or residential clusters.</li> <li>Shuttle service linking multi-family dwellings. (especially for seniors and low-income) with key activity centers (grocery, medical, social service).</li> <li>Increase service frequency on the CART service.</li> <li>Would require adding second dedicated vehicle.</li> <li>Subsidized taxi voucher (to cover days/times during which transit does not operate).</li> <li>High transit usage observed among Central Arizona College students and low-income individuals working in local service industries.</li> <li>Increase marketing to position public transit as attractive travel alternative.             <ul style="list-style-type: none"> <li>Create educational campaign on bus safety.</li> <li>Utilize social media such as Facebook.</li> <li>Provide more maps and schedules to locations such as the Chamber of Commerce.</li> <li>Consider app/texting service to send service updates to riders.</li> <li>Conversion campaign. Identify where residents are employed to expand transit rider base.</li> <li>Change the mindset of persons regarding transit service - make it fun, attractive, cool.</li> </ul> </li> <li>Encourage local employer subsidy of bus passes. Code these to determine usage. Consider other types of public/private partnerships.</li> </ul> <p><u>Action items:</u></p> <ul style="list-style-type: none"> <li>Receive transportation-related surveys conducted by Craig McFarland, United Way of Pinal County, and Sun Life Family Health Center.</li> <li>Post discussion summary to project webpage.</li> </ul>
<p>Coolidge City Council Chambers</p>	<ul style="list-style-type: none"> <li>Arizona Children’s Association</li> <li>Central Arizona College</li> <li>City of Coolidge Acting City Manager</li> <li>City of Coolidge Transit Manager</li> <li>Community Action Human Resources Agency (CAHRA)</li> <li>Coolidge Adult Center</li> <li>Coolidge Chamber of Commerce</li> <li>Coolidge Youth Coalition</li> <li>Department of Economic Security – Vocational Rehabilitation</li> <li>Gila River Indian Community</li> <li>Walmart – Coolidge</li> </ul>	<ul style="list-style-type: none"> <li>Desires for additional transit services:             <ul style="list-style-type: none"> <li>Florence Anthem area.</li> <li>Eloy local circulator.</li> <li>Randolph area.</li> <li>IMAGINE Charter School.</li> <li>CAVIT (Central Arizona Valley Institute of Technology) (perhaps through route deviated service).</li> <li>Coronado Apartments in Coolidge.</li> <li>Youth Center on Kenilworth Rd. in Coolidge.</li> <li>Casa Grande circulator.</li> <li>Arizona Training Center.</li> </ul> </li> <li>Distance between bus stops is too far.</li> <li>Target outreach to Central Arizona College General Education</li> </ul>

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	<p><u>Consultant Team</u></p> <ul style="list-style-type: none"> <li>• Moore &amp; Associates</li> <li>• Kimley-Horn</li> </ul>	<p>Development (GED) and (English as a Second Language) ESL program.</p> <ul style="list-style-type: none"> <li>- Increase CART service frequency.</li> <li>- Current system viewed as unpopular among students.</li> <li>• Target outreach to local high schools.</li> <li>• Educate students on service to/from Central Arizona College.</li> <li>• Workforce is moving to downtown Coolidge.</li> <li>• Explore weekend service for CART.</li> <li>• Walmart is a popular location for senior residents.             <ul style="list-style-type: none"> <li>- Wednesday is busiest day.</li> </ul> </li> <li>• The Gila River Indian Community recently begun transit service in District 3. In the future, it will be expanded to include Districts 6 and 7 near Laveen. The transit service is operated by the Community. They may be a possible future transit partner. There is a mobility gap between Sacaton and Blackwater to the Coolidge area.             <ul style="list-style-type: none"> <li>- Explore connections with Coolidge and Central Arizona College.</li> <li>- Evaluate demand and cost.</li> </ul> </li> <li>• CART buses have bike racks. Cotton Express buses do not have bike racks.</li> <li>• Potential services local transit providers could purchase:             <ul style="list-style-type: none"> <li>- Full transit service, insurance, driver recruitment, purchasing buses.</li> <li>- Fee included for whichever service is needed.</li> </ul> </li> <li>• Arizona Children’s Association.             <ul style="list-style-type: none"> <li>- Coolidge and Casa Grande offices.</li> <li>- Lack of transit impacts client appointments.</li> </ul> </li> <li>• Arizona Training Center.             <ul style="list-style-type: none"> <li>- On-site living offered for developmentally disabled individuals.</li> </ul> </li> <li>• Temporary Assistance for Needy Families (TANF).             <ul style="list-style-type: none"> <li>- Explore opportunities for local grant application, and bulk purchases of transit tickets/passes.</li> </ul> </li> </ul> <p><u>Action items:</u></p> <ul style="list-style-type: none"> <li>• Mail brochures with community survey link to Chamber of Commerce.</li> <li>• Post discussion summary to project webpage.</li> </ul>
<p>Florence Library and Community Center</p>	<ul style="list-style-type: none"> <li>• Arizona State Prison – Florence West</li> <li>• City of Coolidge Transit Manager</li> <li>• Florence High School</li> <li>• Florence Senior Center</li> <li>• Pinal County Public Health Services</li> <li>• Pinal County Transportation Planning</li> <li>• Town of Florence Assistant Town Manager</li> <li>• Town of Florence Library</li> </ul> <p><u>Consultant Team</u></p> <ul style="list-style-type: none"> <li>• Moore &amp; Associates</li> <li>• Kimley-Horn</li> </ul>	<ul style="list-style-type: none"> <li>• Desires for additional transit services:             <ul style="list-style-type: none"> <li>- Central Arizona College Campus in San Tan Valley.</li> <li>- Florence Garden area (particularly for seniors).</li> <li>- Super Walmart in Florence.</li> <li>- Anthem residential area, north of the Gila River.</li> <li>- Florence Hospital at Anthem.</li> <li>- Prisons (there are eleven prisons and considerations are serving prison visitors, employees, and persons recently released).</li> <li>- Eloy and San Tan Valley (Include service for developmentally disabled youth).</li> <li>- Poston Butte High.</li> <li>- County Fairground area.</li> </ul> </li> <li>• County Public Health.             <ul style="list-style-type: none"> <li>- Provides shared-ride service to Tucson.</li> </ul> </li> <li>• 2011 Pinal County Transit Study             <ul style="list-style-type: none"> <li>- Included requests for Eloy and San Tan Valley service.</li> </ul> </li> <li>• Consider splitting the CART route so there is one bus in either direction (shorter headways).</li> <li>• There is a thirty-seven-percent subsidy for CART passes for county employees.</li> <li>• County vanpool, carpool program.</li> <li>• Desired need for improved mobility for seniors and residents north of the Gila River in Florence.             <ul style="list-style-type: none"> <li>• CART IGA will expire in Fall 2016.</li> <li>• Senior Center provides access (“senior van”) to grocery shopping.                 <ul style="list-style-type: none"> <li>- Once a day service, Monday – Friday.</li> </ul> </li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>- Two drivers paid via Area Agency on Aging.</li> <li>- National Indian Council is a financial contributor.</li> <li>• Absence of linkage between high school and library/community center.</li> <li>• Florence School District.             <ul style="list-style-type: none"> <li>- Grant for high school to employment services.</li> </ul> </li> <li>• Volunteer driver program.             <ul style="list-style-type: none"> <li>- Sun City currently has volunteer drivers.</li> <li>- Reimbursement helps.</li> </ul> </li> <li>• Rider Assistance Program (RAP).             <ul style="list-style-type: none"> <li>- Successful in Apache Junction, but ran out of funding.</li> </ul> </li> <li>• Need link between Florence Gardens and other parts of Florence.</li> <li>• Town of Florence used to have data linking workers with their residences.             <ul style="list-style-type: none"> <li>- Need to identify a way to quantify or collect data to support service request to Anthem.</li> </ul> </li> <li>• Increase promotion of offering bulk fares to local employers.</li> <li>• Consider Medicare as an option to pay for fares.             <ul style="list-style-type: none"> <li>- Arizona State Prison changes shifts at 2 p.m. Private prisons change shift at 1:30 p.m.</li> </ul> </li> <li>• Town of Florence surveys.             <ul style="list-style-type: none"> <li>- Estimated 5,000 people come to Coolidge for employment.</li> </ul> </li> </ul> <p><b>Action items:</b></p> <ul style="list-style-type: none"> <li>• Post discussion summary to project webpage.</li> </ul>
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## SECTION 2.2 – MOBILE OUTREACH

Mobile outreach events were conducted at the following locations:

February 1, 2016 – Casa Grande

- Pinal County Complex, 820 E. Cottonwood Lane
- Walmart Super Center, 1741 E. Florence Boulevard
- Promenade at Casa Grande, 1005 N. Promenade Parkway

February 2, 2016 – Coolidge

- Central Arizona College, 8470 N Overfield Road
- Shope’s IGA, 1940 S. Arizona Boulevard
- Walmart, 1695 N Arizona Boulevard
- Safeway, 1449 N. Arizona Boulevard

February 3, 2016 – Florence

- Florence Senior Center, 330 N. Pinal Street
- Pinal County Government Complex, 31 Pinal Street
- Florence Library, 778 N. Main Street

At each mobile outreach location, a display was provided with transit schedules, fact sheets about the study, promotional items including water bottles, post-it note pads and lip balms, display boards with the transit system routes and schedules, survey forms, comment cards, and informational cards that provided a website link for study information and the online survey. A CART bus was also parked nearby

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each mobile outreach site and members of the public could talk to the driver or enter/view the bus. At each site, the outreach session lasted up to 90 minutes.

A member of the consultant team at the mobile outreach table distributed surveys, engaged the public about the transit programs and the study, and recorded comments. The staff member provided free ride tickets to those persons completing the survey.

Exhibit 2-2: Mobile Outreach at Shope's IGA in Coolidge



Fifteen community survey responses were received at the mobile outreach events, which were added to the sample collected using other methodologies. A summary of comments that were recorded on comment cards (either by outreach attendees or recorded by consultant staff) at the mobile outreach is provided below.

- Introduce weekend hours, please.
- Transit system in Casa Grande similar to Coolidge.
- Create transit service to Casa Grande, just like Coolidge.
- Add Eleven Mile Corner Road and Arizona City to the CART route.
- Provide transit service to the Pinal County Fairgrounds during major events (special service). During these events a lot of people do not like to drive their vehicle down there and would prefer to use the transit system.
- Request at Walmart in Coolidge was to have weekend service as many of the workers/shoppers need weekend access yet do not have a vehicle.
- People at the Florence Senior Center always ask about why CART no longer stops there and would like it back rather than having to walk down the road to the new location.
- Add park and ride lots since people have cars but don't want to drive too far.

- Persons commented with how clean the bus is.
- Investigate adding a stop at Sunscape RV Resort (~1000 people). Most people here do not own cars but would like to travel to Coolidge.
- Add CART stop in the Eleven Mile Corner Road area, in particular near the Randolph Road/La Palma Road intersection in Coolidge.
- Add a CART stop along Cottonwood Road in Casa Grande.
- Add a Cotton Express stop at 9th Street/Northern Avenue in Coolidge.

## SECTION 2.3 – COTTON EXPRESS ONBOARD SURVEY

A survey was administered among riders onboard Cotton Express vehicles on each route across a four-day period – covering all day-parts – from Monday, November 30 through Thursday, December 4, 2015. The survey was intended to achieve the following objectives:

- Codify key demographics,
- Identify travel patterns and frequency of use,
- Assess overall customer satisfaction,
- Identify possible service improvements, and
- Determine how riders access transit information.

### **Methodology**

The bilingual (English and Spanish) customer survey instrument was conducted using an intercept methodology onboard Cotton Express vehicles. Four trained, bilingual surveyors were used in the morning/afternoon service hours (7:00 a.m. to 4:45 p.m.) and two in the evening (5:00 p.m. to 6:15 p.m.). These surveyors covered portions of service hours and runs throughout four service days.

In conducting the survey, trained surveyor staff introduced themselves on behalf of Cotton Express and asked for each respondent's permission to conduct the survey. Upon agreeing, a surveyor assisted the respondent in completing a survey. The survey instrument is provided in the Appendix.

The survey garnered 27 valid responses, one-quarter of the average daily Cotton Express ridership.

Analysis of data frequencies provided a profile of the "typical" Cotton Express customer.

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#### Demographic Profile

The “typical” Cotton Express customer:

- Self-identifies as a minority (80.8 percent),
- Is female (65.4 percent) between the ages of 18 and 64 years old (88 percent),
- Is English-speaking (88.9 percent),
- Is either currently in school or working at least part-time (50 percent), earning an income less than \$35,000 (59.1 percent),
- Lacks a driver license (58.3 percent), and
- Does not have access to a vehicle (91.3 percent).

#### Trip Profile

The “typical” Cotton Express customer:

- Travels the blue route (58.3 percent),
- Walks (73.1 percent) to trip origin bus stop (64 percent), and then will walk (68 percent) to reach the final destination,
- Use Cotton Express to shop or conduct personal errands (40.7 percent),
- If Cotton Express service was not available, would either not make the surveyed trip or would rely upon a family member or a friend (62.9 percent), and
- Has ridden Cotton Express for more than three years (52 percent).

#### Service Usage

The “typical” Cotton Express customer:

- Rides Cotton Express services three to five days per week (62.9 percent),
- Pays the Adult fare (85.2 percent),
- Travels on a daily fare or one-way ticket (74 percent),
- Would increase his/her use of Cotton Express (63.6 percent) if extended service hours were introduced (38.5 percent),
- Gets service information primarily at the bus stop (25 percent) or via the City of Coolidge information line (37.5 percent).

#### Results

The results of the 2015 surveys were mixed, with riders reporting high overall satisfaction levels, as well as high satisfaction with nearly all service attributes. However:

- 31.8 percent of riders reported “service frequency” as either fair or poor,
- 45.5 percent of riders considered “hours of operation” as fair or poor,
  - 7.7 percent of respondents indicated a desire for service to start earlier than currently provided,
  - 15.4 percent of respondents indicated a desire for service to run later, and
  - 15.4 percent of respondents indicated a desire for weekend service.
- 22.7 percent of riders rated “service reliability” as fair or poor,
- 27.3 percent of riders rated “service accessibility” as fair or poor.

## SECTION 2.4 – CART ONBOARD SURVEY

A survey was administered among riders onboard CART vehicles on each route across a four-day period – covering all day-parts – from Monday, November 30 through Thursday, December 4, 2015. The survey was intended to achieve the following objectives:

- Codify key demographics,
- Identify travel patterns and frequency of use,
- Assess overall customer satisfaction,
- Identify possible service improvements, and
- Determine how riders access transit information.

### Methodology

The bilingual (English and Spanish) customer survey instrument was conducted using an intercept methodology onboard CART vehicles. Four bilingual surveyors were used in the morning/afternoon service hours (4:45 a.m. to 12:45 p.m.) and two in the afternoon/evening (1:00 p.m. to 8:15 p.m.). These surveyors covered all service hours and runs across four service days.

In conducting the survey, trained surveyor staff introduced themselves on behalf of CART and asked for each respondent's permission to conduct the survey. Upon agreeing, a surveyor assisted the respondent in completing a survey. The survey instrument is provided in the Appendix.

The survey garnered 81 valid responses, which is significant given an average daily ridership of 110.

Analysis of data frequencies provided a profile of the "typical" CART customer.

### Demographic Profile

The "typical" CART customer:

- Self-identifies as either Hispanic or Latino (40.9 percent),
- Is female (55 percent) between the ages of 18 and 34 years old (50 percent),
- Is English-speaking (86 percent),
- Is either currently in school or working at least part-time (65.2 percent), earning an income less than \$35,000 (57.7 percent),
- Lacks a driver license (59.3 percent), and
- Does not have access to a vehicle (80.5 percent).

### Trip Profile

The "typical" CART customer:

- Travels the westbound route (63 percent),
- Walks (69.6 percent) to the trip origin bus stop (88.5 percent), and then will walk (67.1 percent) to reach the final destination,
- Is either traveling to school or to work (65.4 percent),

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- If CART service were not available, would either not make the surveyed trip or would rely upon a family member or a friend (69.2 percent), and
- Has ridden CART for less than one year (59.3 percent).

#### Service Usage

The “typical” CART customer:

- Rides CART services three to five days per week (61.8 percent),
- Pays the Adult fare (66.7 percent),
- Travels on a one-way ticket (50 percent),
- Would increase his/her use of CART (54.4 percent) if extended service hours were introduced (50.7 percent), and
- Gets service information primarily at the bus stop (54.3 percent).

#### Results

The results of the 2015 surveys were mixed, with riders reporting high overall satisfaction levels, as well as high satisfaction with nearly all service attributes. However:

- 30 percent of riders reported “service frequency” as either fair or poor,
- 16.1 percent of riders rated “service reliability” as fair or poor,
- 36.3 percent of riders consider “hours of operation” as fair or poor,
  - 15.1 percent of respondents indicated a desire for service to start earlier than currently provided,
  - 19.2 percent of respondents indicated a desire for service to run later, and
  - 16.4 percent of respondents indicated a desire for weekend service.
- 25 percent believe current travel time is too long, and
- More than 90 percent of those surveyed obtained CART or Cotton Express service information from a source other than the City of Coolidge information line.
  - 64.2 percent obtain Cotton Express or CART service information at bus stop or a bus driver,
  - 12.3 percent obtain either Cotton Express or CART service information through the City of Coolidge website or CART website, and
  - 16 percent obtain service information from printed brochure.

## SECTION 2.5 – COMMUNITY (NON-RIDER) SURVEY

The Community (Non-Rider) Survey was mailed first-class with a prepaid response envelope and response incentive to 500 random addresses each in Coolidge, Florence, and Pinal County. The survey was also made available online. A total of 155 complete surveys were received.

To gain further insight into both CART and Cotton Express, a series of questions was asked of respondents. The results of the survey were relatively high, with residents reporting good to excellent overall satisfaction levels, as well as good to excellent satisfaction with nearly all service attributes for both CART and Cotton Express services. An overview of survey responses is provided below.

Exhibit 2-3: Transit System Usage within 90 Days Prior to Survey Contact

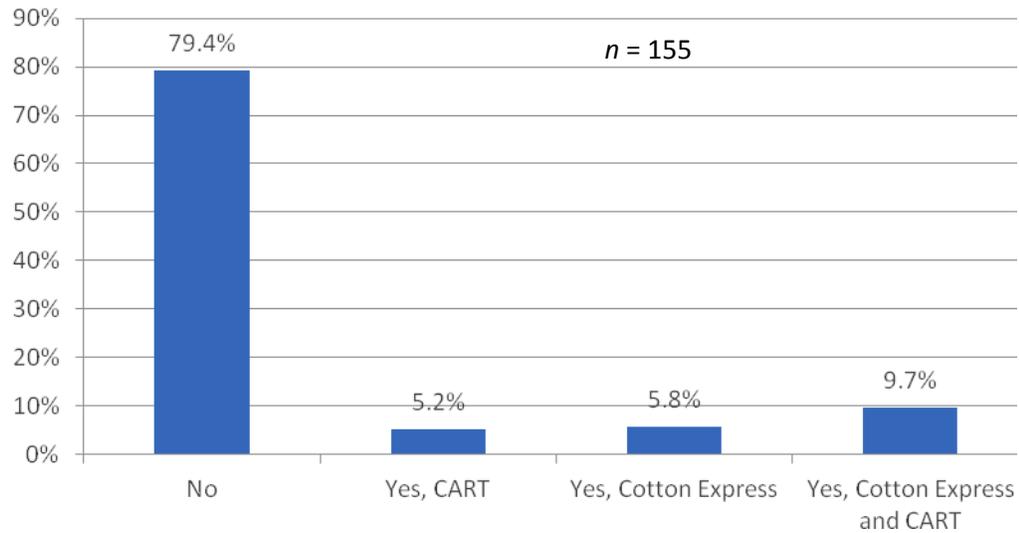


Exhibit 2-4: Primary Reason for not using Cotton Express or CART

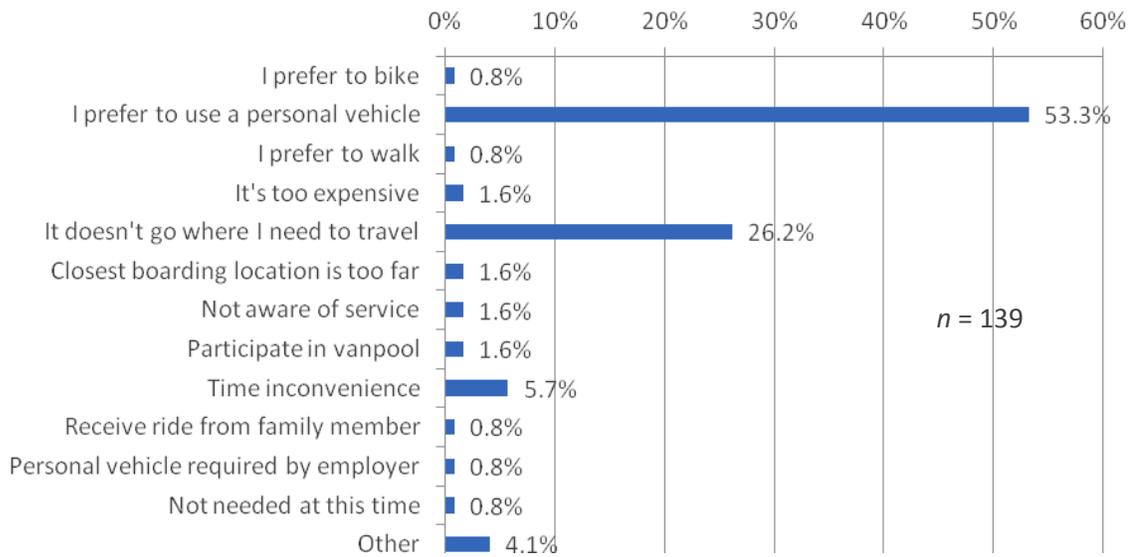


Exhibit 2-5: Most Common Destination – Cotton Express

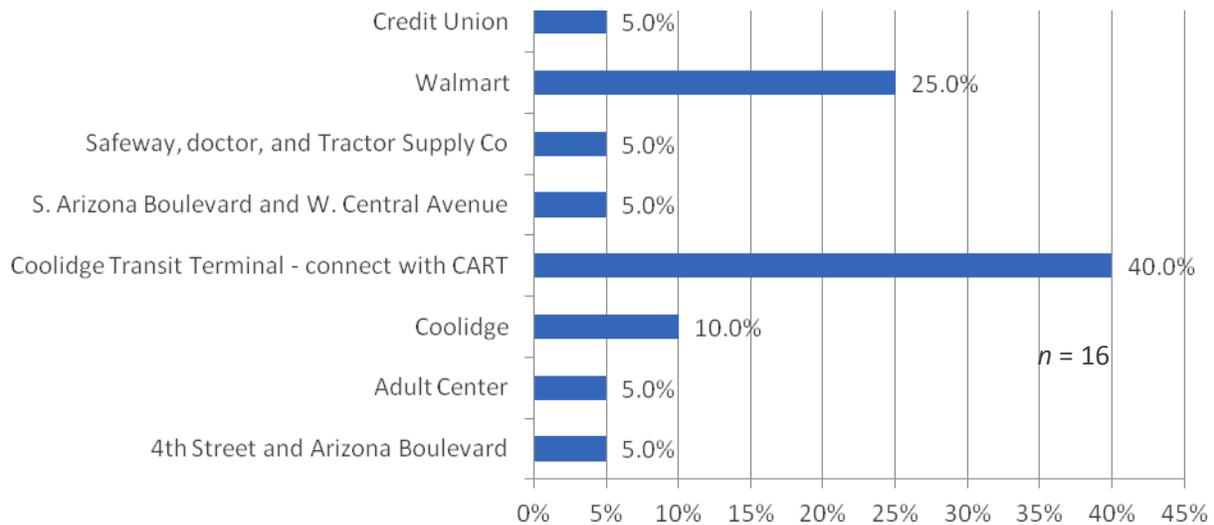
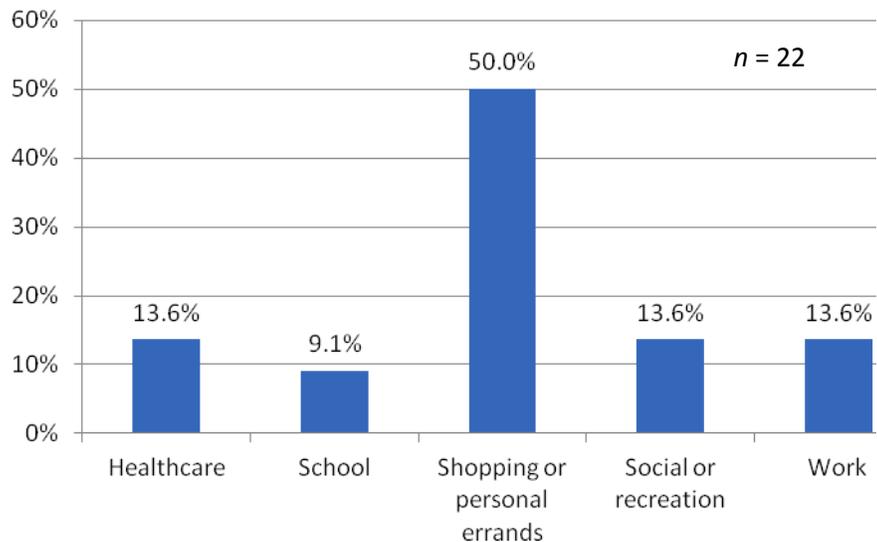


Exhibit 2-6: Most Common Trip Purpose – Cotton Express



Respondents were asked to rate Cotton Express regarding a series of service attributes (Exhibit 2-7). Eighty percent (or more) of respondents rated Cotton Express excellent or good in all respects. The areas rated most highly (by 95 percent of survey respondents) were “comfort,” “safety on board the bus,” and “fares.” The lowest-rated service attributes were “accessibility of service,” “safety at bus stops,” “comfort at bus stops,” “operating hours,” and “time it takes to travel.”

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Exhibit 2-7: Satisfaction Levels - Cotton Express

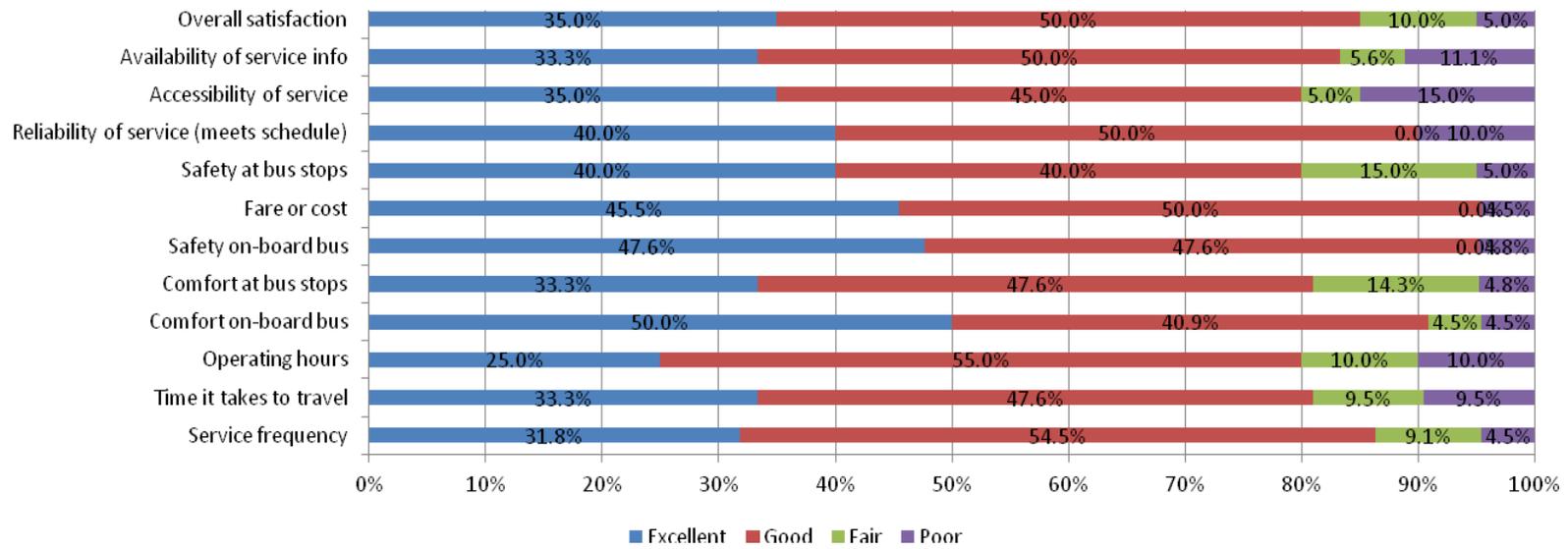


Exhibit 2-8: Most Common Destination - CART

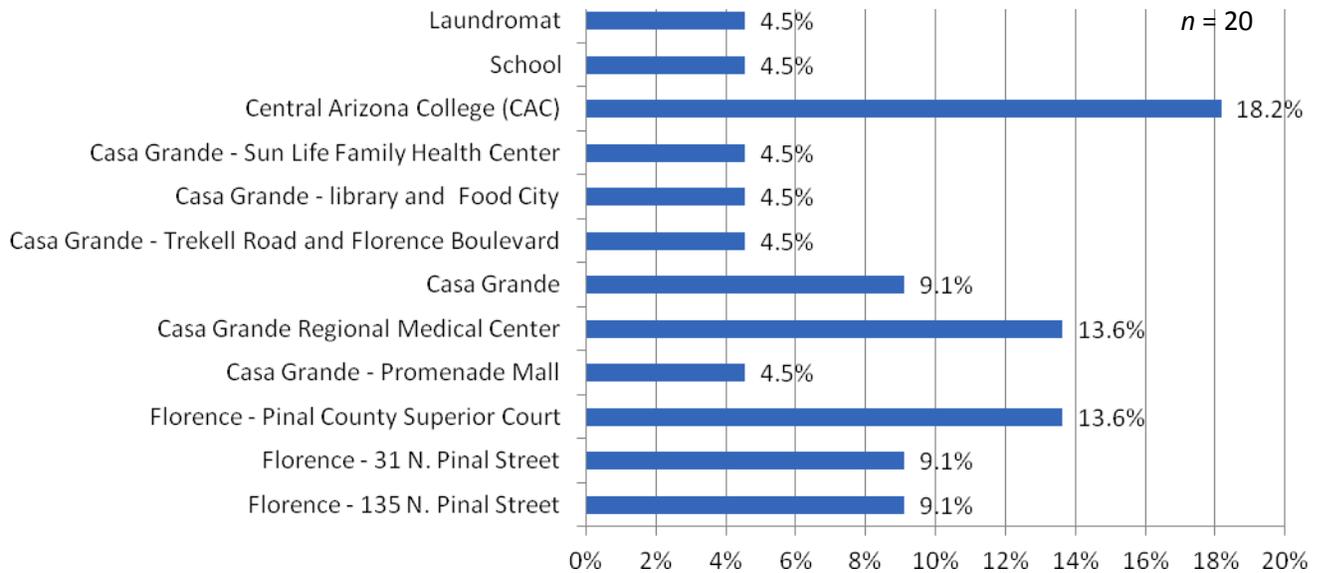
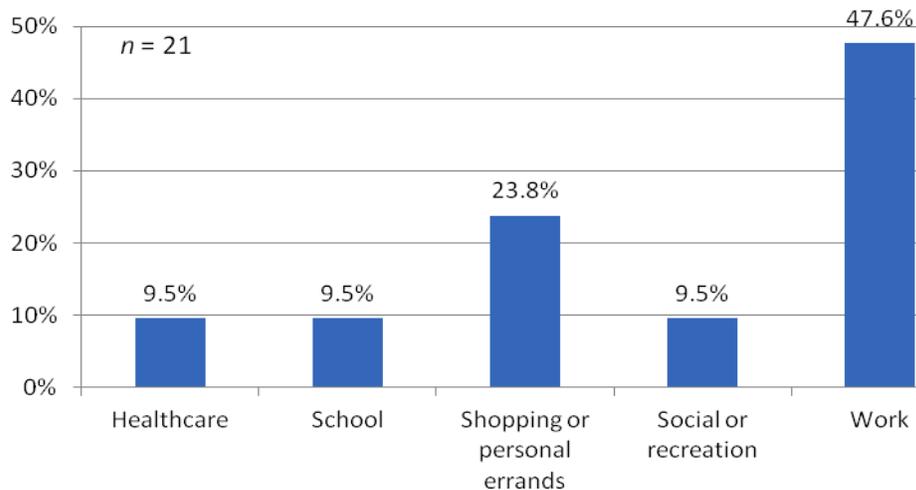


Exhibit 2-9: Most Common Trip Purpose - CART



Respondents were asked to rate CART regarding a series of service attributes (Exhibit 2-10). Eighty percent or more of survey respondents rated the CART service as good or excellent in all respects. CART received the highest ratings on the fare or cost, reliability of service, safety on board bus, and comfort on board bus.

Areas rated as fair or poor included safety at bus stops, accessibility of service, comfort at bus stops, operating hours, and time it takes to travel.

Exhibit 2-10: Satisfaction Levels - CART

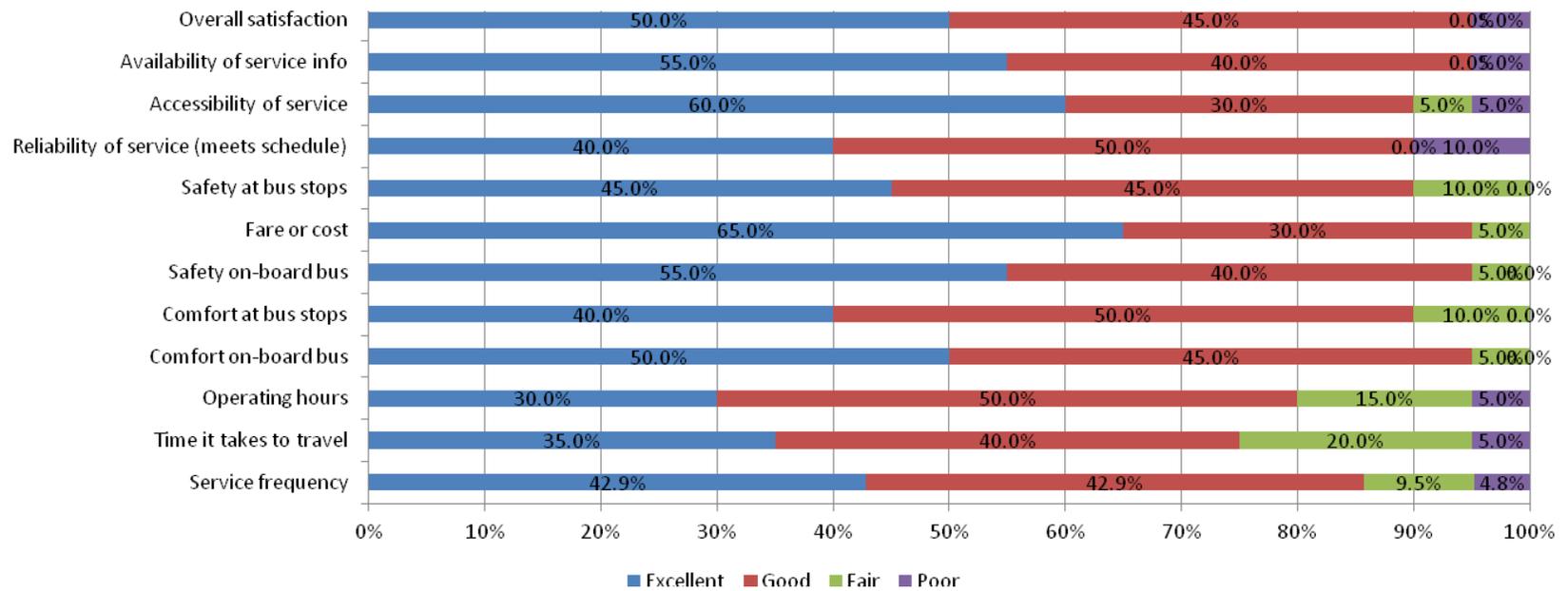


Exhibit 2-11: Impact of Changes to Public Bus Service

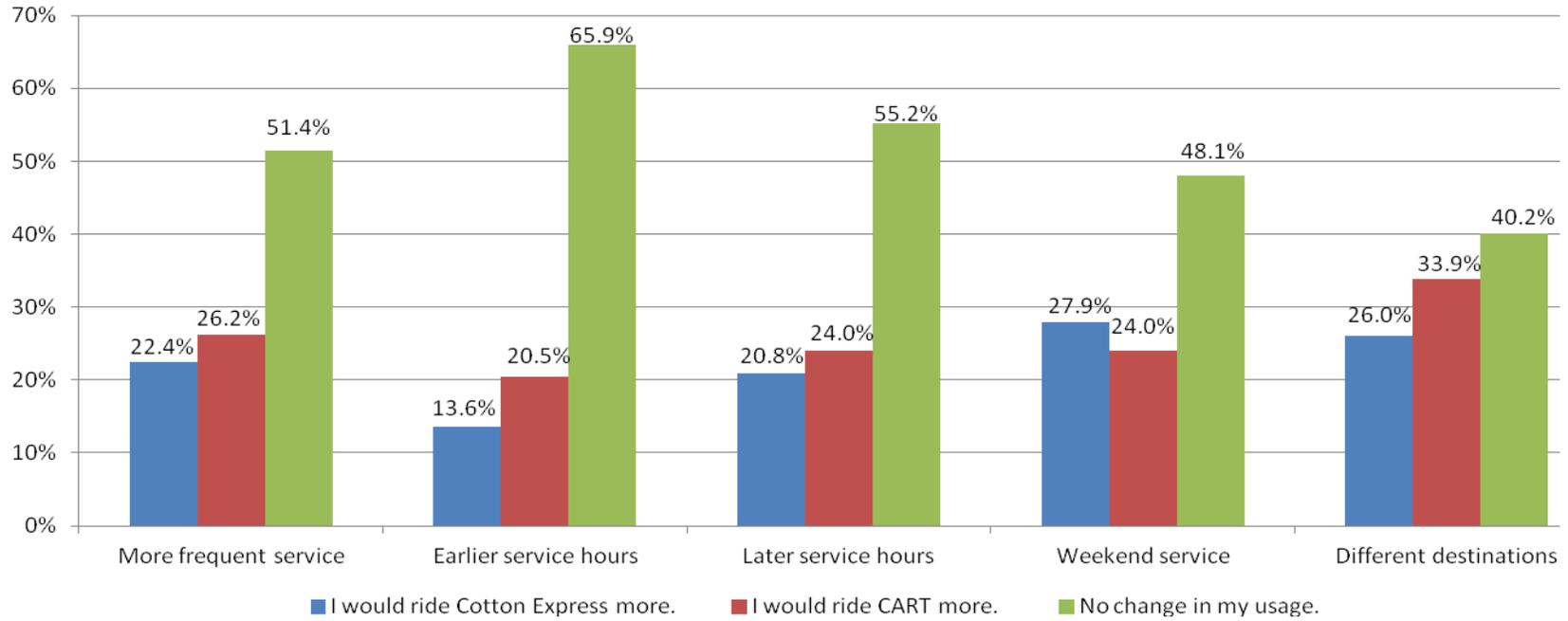


Exhibit 2-12: Impact of Changes to Public Bus Service – Different Destinations

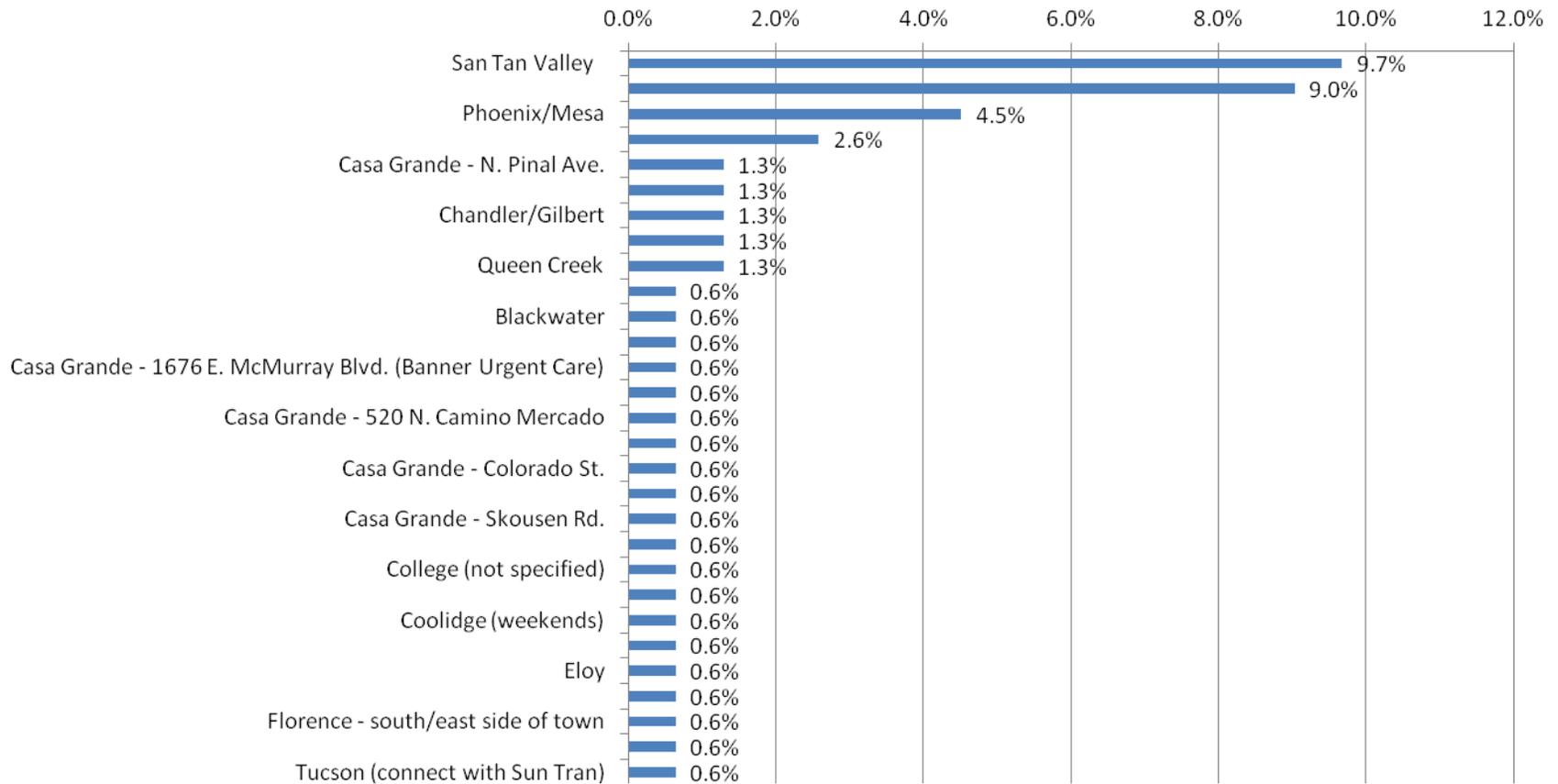


Exhibit 2-13: Impact of Changes to Public Bus Service – Other Responses

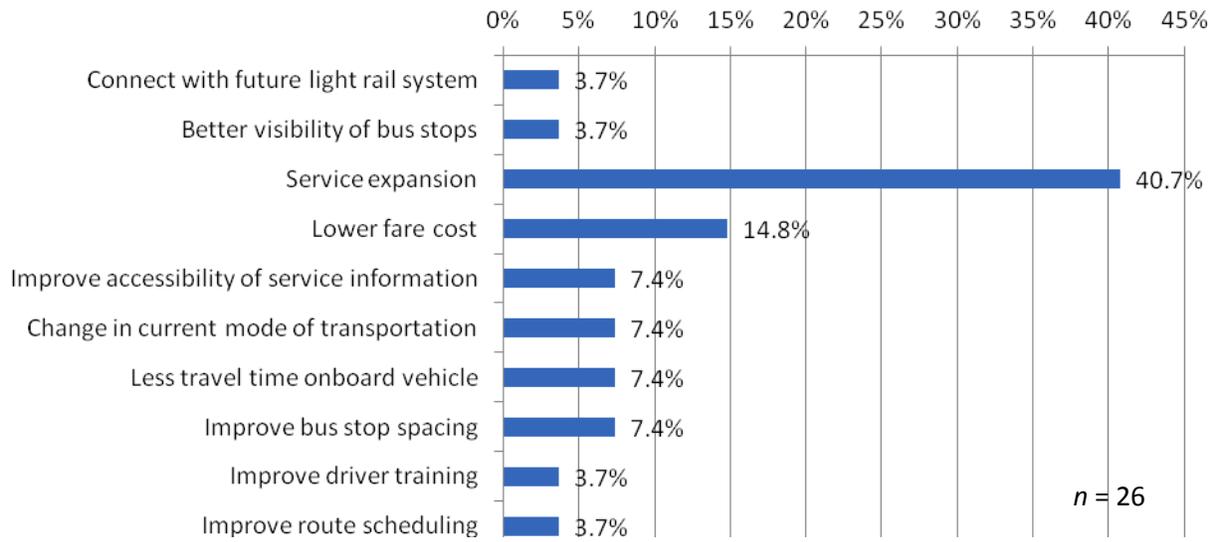


Exhibit 2-14: Home Zip Code

Home Zip Code	
Community	Number of Responses
Coolidge	53
Florence	44
Casa Grande	20
San Tan Valley	4
Eloy	3
Gilbert	2
Maricopa	2
Apache Junction	1
Arizona City	1
Bapchule	1
Chandler	1
Chandler Heights	1
Mesa	1
Tempe	1
Winkelman	1

Exhibit 2-15: Home Zip Code (Aggregated)

Home Zip Code	
Community	Number of Responses
Coolidge	53
Florence	44
Pinal County	32
Maricopa County	6
Pinal and Maricopa Counties	1

Exhibit 2-16: Access to Personal Vehicle

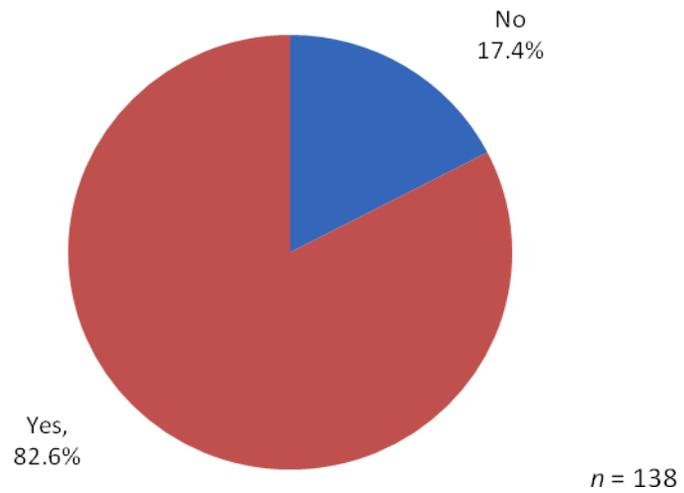


Exhibit 2-17: Employment Status

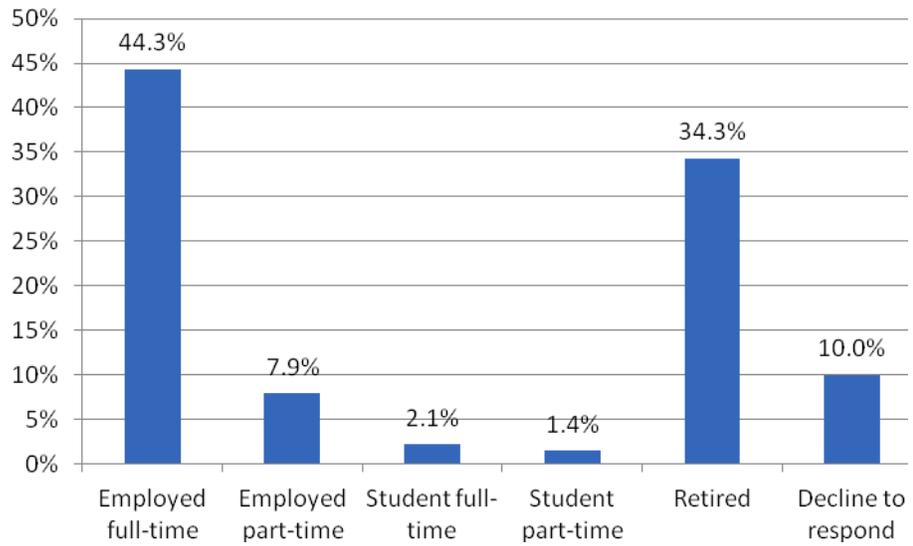
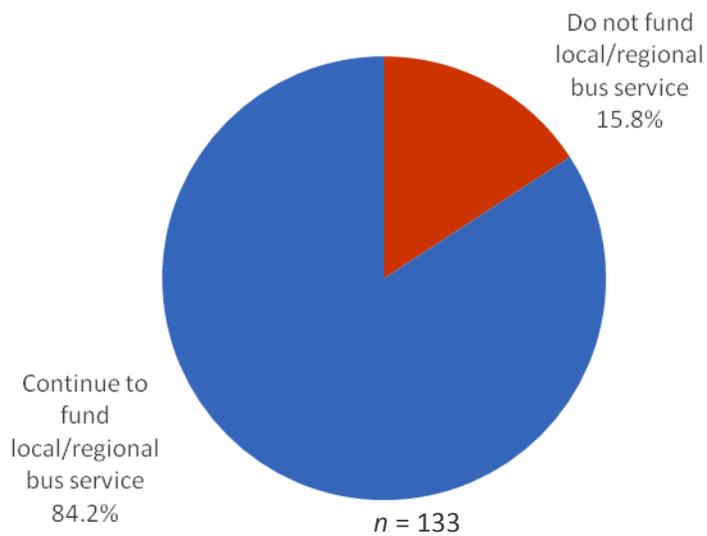


Exhibit 2-18: Support for Public Funding of Local/Regional Bus Service



Additional Comments

Need service expansion to Sun City Anthem area.

Create an effective and commutable public transit system.

Currently do not use the service but may use service in the future. Understand other residents view services as a necessary means of transportation.

Unaware of CART and Cotton Express services.

Do not know about CART or Cotton Express. Do not think it's a good idea for buses to service Hunt Highway as there are too many accidents.

Do not know what I would do without the Cotton Express.

Due to physical medical conditions, I have a hard time keeping schedules. Having a bus schedule listed at bus stops would be helpful.

Enjoy riding the Cotton Express.

Fees should cover bus use. I have not seen a bus in the area I live.

Great work so far, I hope to see it grow and expand in the future.

I am interested in bus service.

I enjoy the bus drivers. CART needs to have faster service to Florence.

I live near E. Arizona Farms Road and Hunt Highway. Do not know about CART or Cotton Express.

I really didn't have a problem riding the CART, my only problem is I have to leave 1/2 hour earlier and I get home over 1/2 hour later which sometimes messes with my home schedule. I am hoping to get back into riding the CART at least a couple of times a week, hopefully within the next week or two.

I support transit, but I don't use it because I have kids that I need to drop off and pick up at various times. I also need my car for work use.

I think the service is great for people who need it. Wish it was around when I was in school.

I think this is a good service. My family and I do not need service at this time, but as seniors we see a need in the near future.

In order to control government costs this service should be eliminated. If demand for such service is desired it should be provided by the private sector with fees that support such a business.

It does not run in my area. N. Magic Ranch Boulevard / E. San Tan Way. Since many in my area do not have CART available to us I cannot see funding. CART should be extended to Anthem area.

It would be a hardship on many low-income and elderly residents if service was discontinued.

It would be smart to connect with Valley Metro.

May want bus service in future, but not currently.

Bus service is necessary and needs additional city funding.

Nice to see public transportation for those that need it.

Please bring service closer to Wheeler Road in Coolidge.

Additional Comments

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Please improve your time schedule for the working sector.

Riders that could use the CART bus would pay more to get home sooner. Currently, driving yourself is the best option for home time.

Teenage residents could use it to get to work, school, or visiting friends.

Thank you servicing my clients.

Thank you for your service.

The bus was my only transportation to school.

The City needs to fund local and regional transit service.

Need connecting service from Pinal County to Phoenix and Tucson Metro Areas. This would increase ridership.

The public should fund local bus service. Regional bus service funds should be dedicated to rail transit systems that are more efficient and more effective at moving people.

There are no businesses in our area to provide jobs so everyone has to travel to Casa Grande or Coolidge. The bus would be a big help in areas not being currently served.

Too many residents cannot afford a car.

Transportation would be a great service for people who are barely starting a family or for people who don't have a car to get to where they're going.

Local advertising would increase ridership tremendously. Local bus in Casa Grande would greatly help as well.

We need expansion out to the following areas: Florence Gardens, Anthem, Anthem Hospital, San Tan Valley, Central Arizona College (CAC) at San Tan Valley, and Walmart Super Store.

We need transportation.

When I was using CART the staff was always professional and knowledgeable.

The public should continue to fund local and regional bus service if I can ride the bus.

Your transit agency should send an attached bus route map to give potential riders a clearer picture of areas receiving service.

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# 3

## CHAPTER 3 COTTON EXPRESS

### Overview of Transit System

#### History and Mission

Cotton Express has been operated by the City of Coolidge since 1990. Cotton Express originally began as an entirely demand-response service, with all trips scheduled by reservation and fulfilled using a van purchased by the City of Coolidge. Cotton Express expanded to a deviated fixed-route service within Coolidge city limits in 1993. In October 1997, deviated fixed-route service was expanded to unincorporated areas within ten miles of the city limits following the purchase of a second 16-passenger bus with assistance from the Arizona Department of Transportation (ADOT). The service has evolved over time to provide fixed-route service as well as the on-demand service.

The target audience for Cotton Express is the transportation-dependent population in need of alternative modes of transportation (public transit) to fulfill everyday activities such as shopping and commute to work/school within Coolidge. Based on information from previously conducted transit surveys, the most common trip purpose for riders is education and training (45 percent), followed by shopping and personal business (23 percent) and health/medical (20 percent). Cotton Express also provides transportation to a number of students of the Coolidge Unified School District.

In 2009, a new transit facility was built at 395 W. Palo Verde Avenue in Coolidge, and in 2010, a maintenance facility was constructed to provide all maintenance in house.

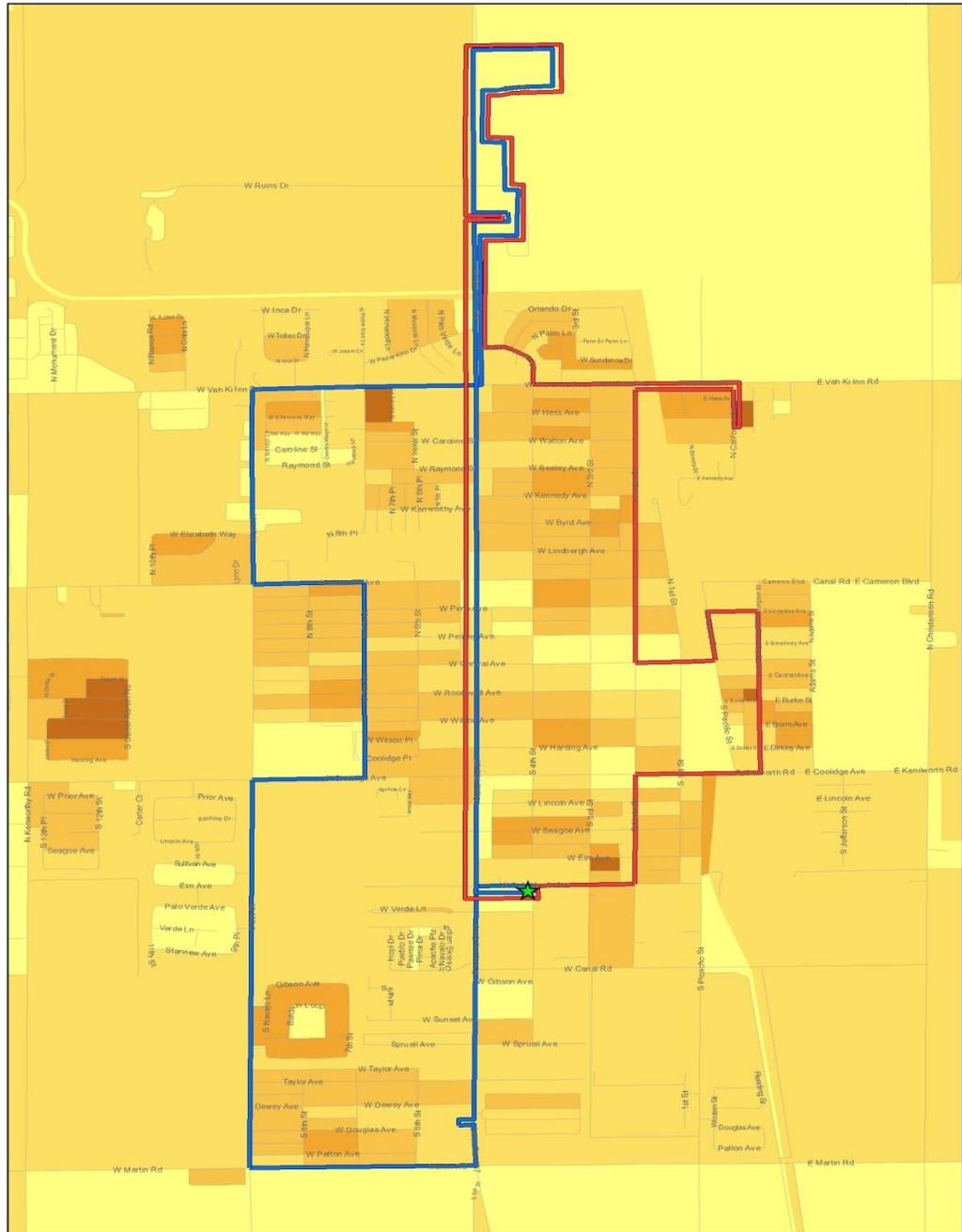
The mission statement for both the Cotton Express and the CART system is:

*The Central Arizona Regional Transit (CART) and the City of Coolidge Cotton Express transit systems provide safe, reliable, courteous and affordable public bus service to meet the transportation needs of individuals within our community.*

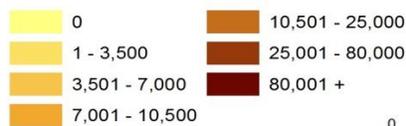
#### Demographics of the Cotton Express Service Area

Cotton Express serves the central portion of the city of Coolidge. Population density within Coolidge is highest north of Coolidge Avenue between 7<sup>th</sup> Street and Main Street, and north of Martin Road between 9<sup>th</sup> Street and Arizona Boulevard (See Exhibit 3-1). A review of Exhibit 3-2 reveals those persons at or above the age of 65 (elderly) within Coolidge to be heavily concentrated south of Coolidge Avenue between 9<sup>th</sup> Street and Arizona Boulevard.

Exhibit 3-1: Population Density



**Persons per acre,  
by Census Block**



Source: Census 2010

Transit Center

Red Route

Blue Route



Exhibit 3-2: Elderly Population - Cotton Express



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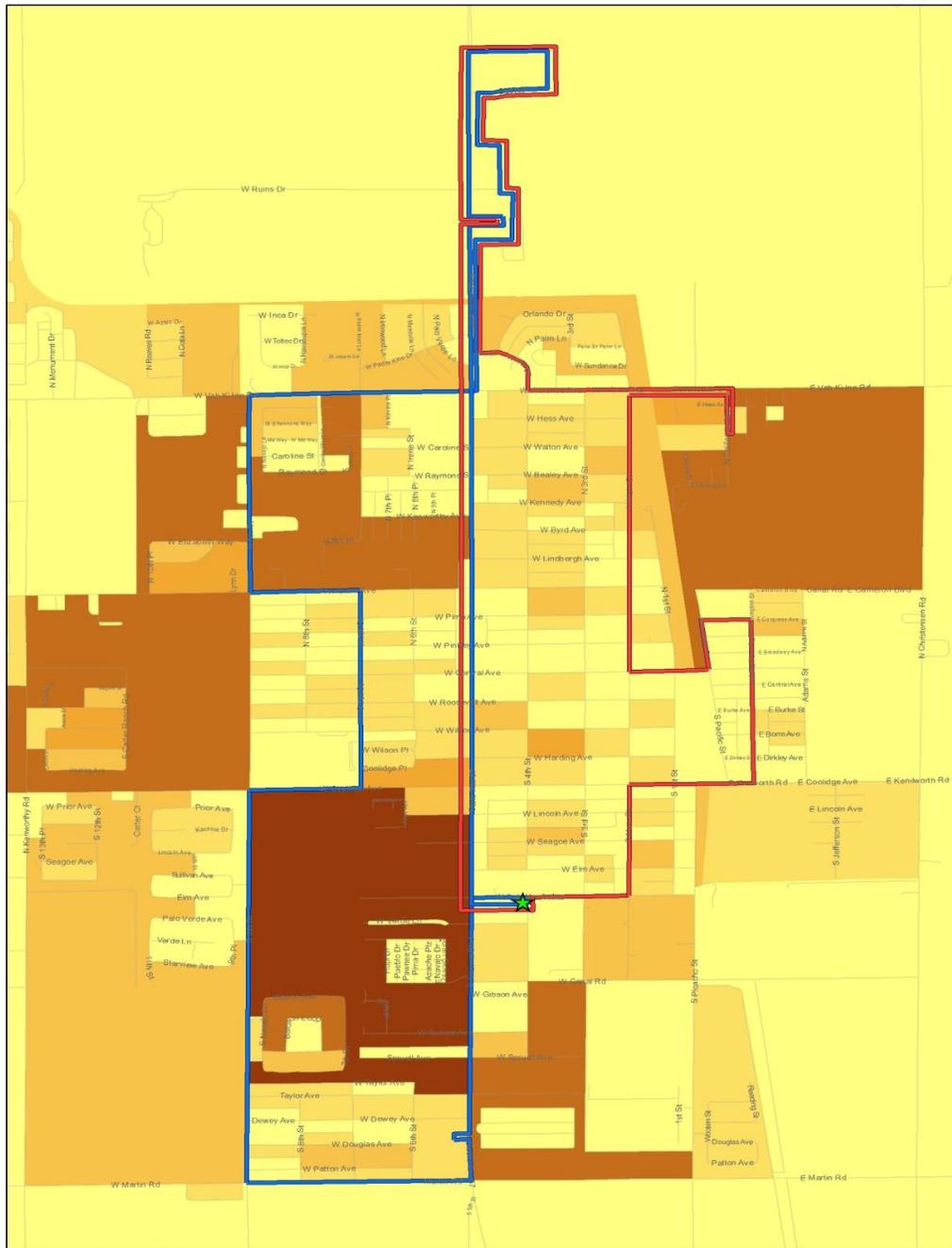
services. Within Coolidge, heavy concentrations of youth reside within one-half mile of both the Cotton Express Blue and Red routes, as well as within one-half mile of each of the schools. The heaviest concentration of youth population within Coolidge lies to the west of Heartland Ranch Elementary School, which is currently not being served by either Cotton Express Routes.

A very transportation-dependent population historically has been those persons living in poverty. These persons are more likely to need transit services to gain access to everyday activities such as educational services, employment opportunities, and retail services. Exhibit 3-4 reveals a large concentration of persons living in poverty (greater than 40 percent) located in the southwest corner of Coolidge, east of Arizona Boulevard, between Coolidge Avenue and Martin Road.

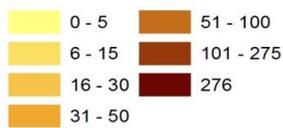
Persons with no access to a vehicle (see Exhibit 3-5) are located primarily in areas serviced by the red route.

Exhibit 3-6 shows that a high concentration of the disabled population (15-19 percent) resides throughout the eastern portion of the City, including those areas served by the Cotton Express Red Route.

Exhibit 3-3: Youth Population- Cotton Express



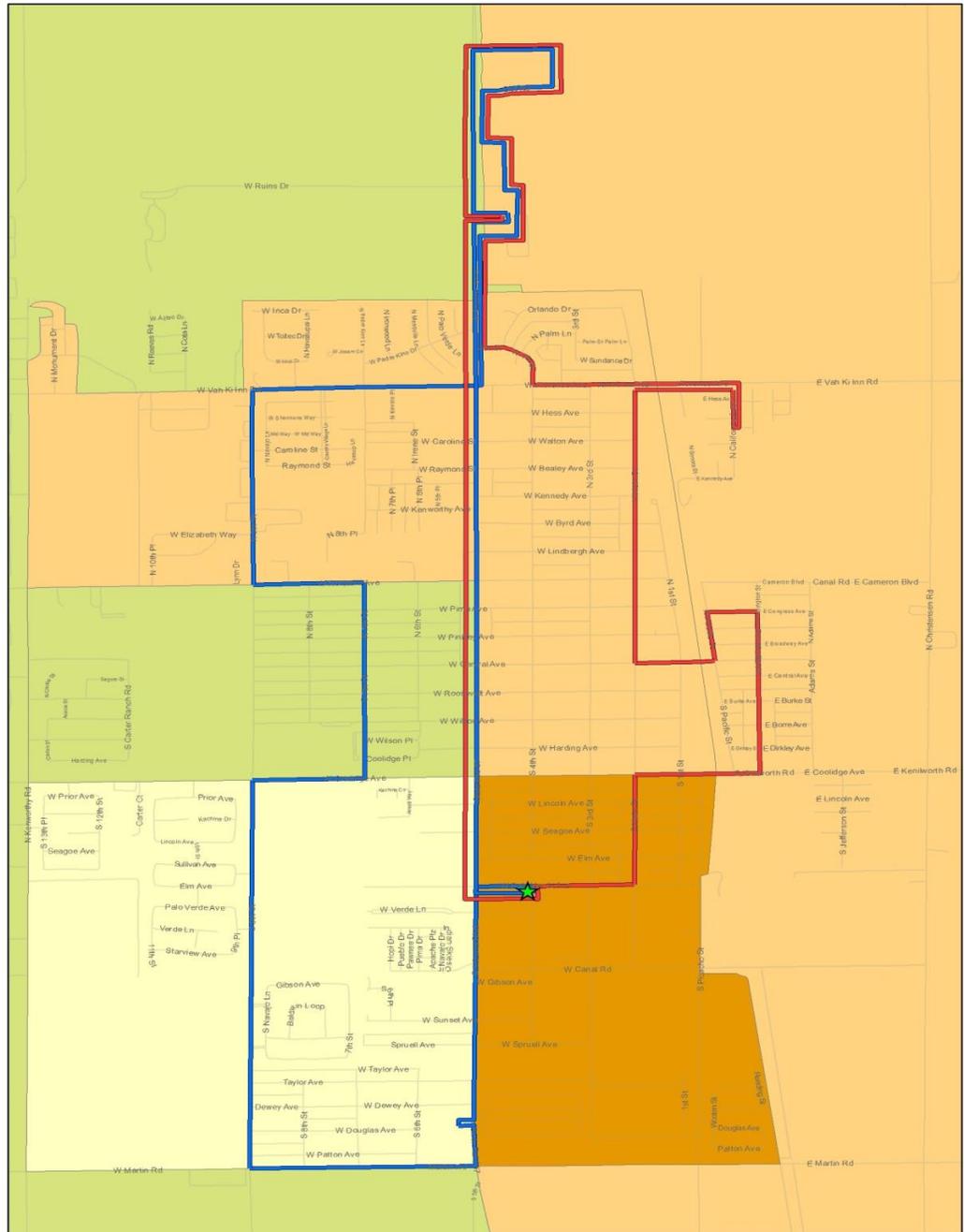
Population Under the Age of 18, by Census Block



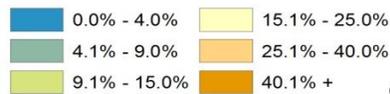
Source: Census 2010



Exhibit 3-4: Population Living in Poverty - Cotton Express



**Percent of the Population Living in Poverty, by Census Block Group**

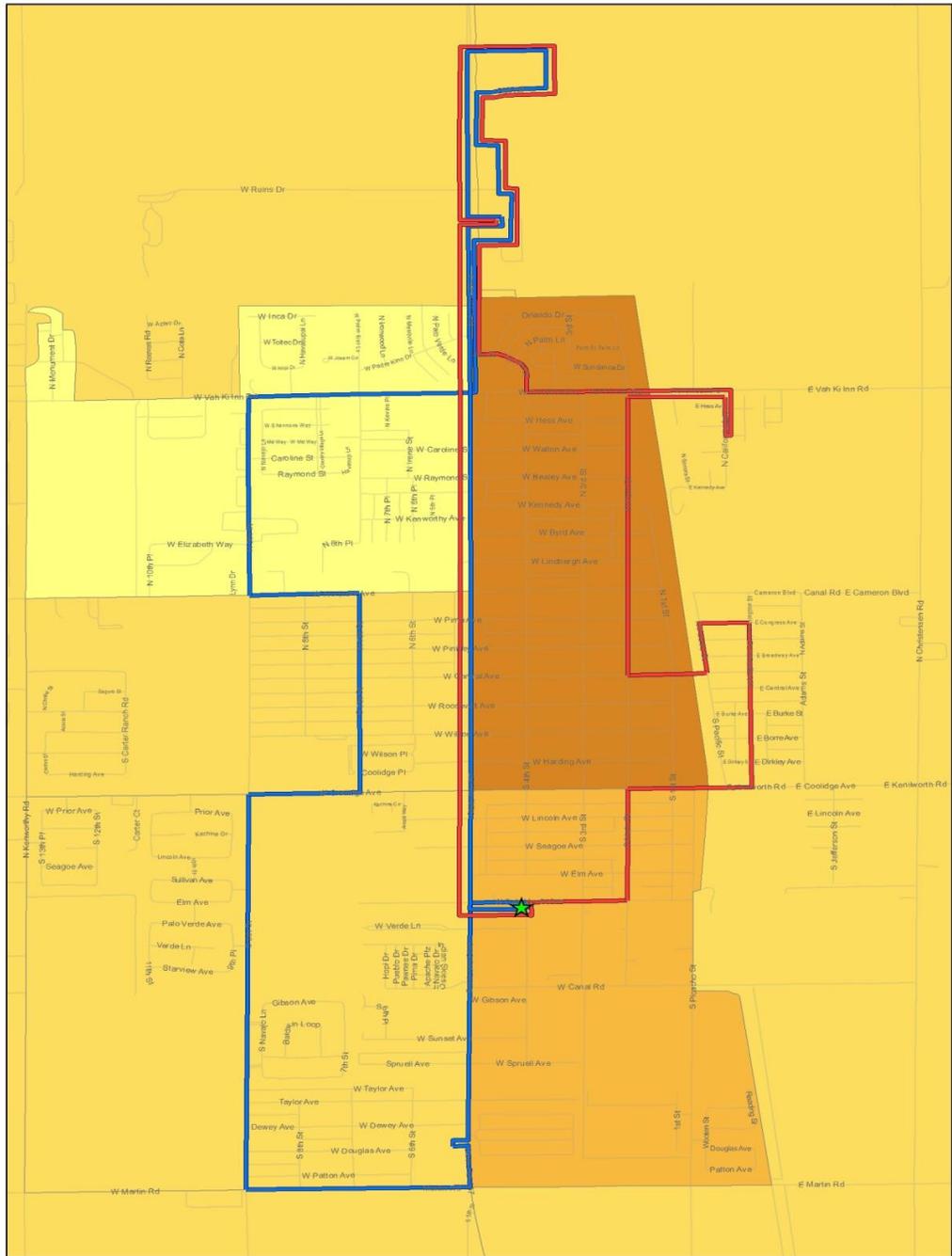


Source: ACS 2013 Five-Year Estimates

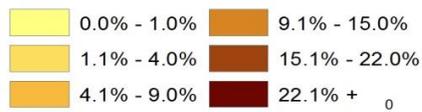
- ★ Transit Center
- Red Route
- Blue Route



Exhibit 3-5: Households without Access to a Vehicle - Cotton Express



**Households without Access to a Vehicle, by Census Block Group**

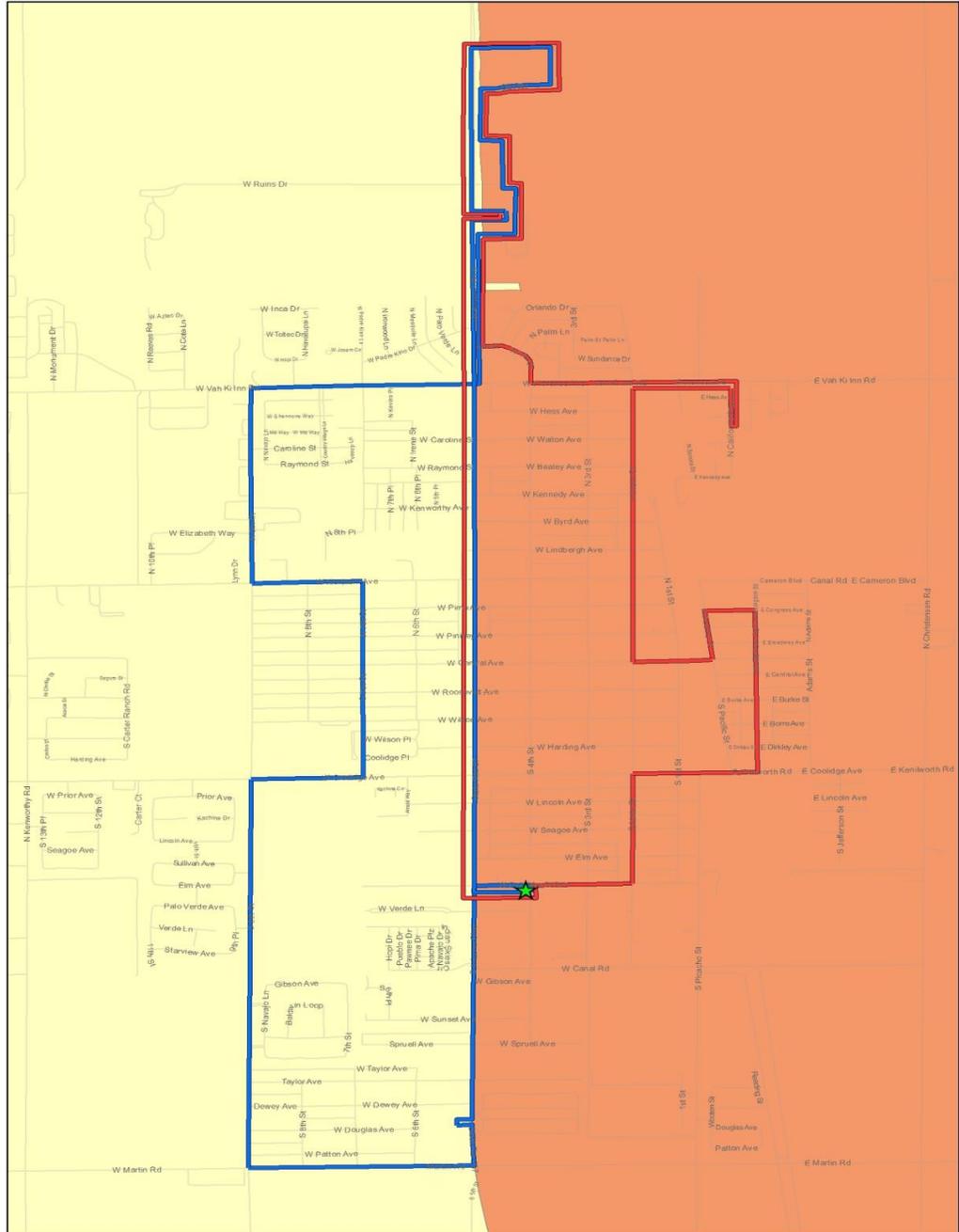


Source: ACS 2013 Five-Year Estimates

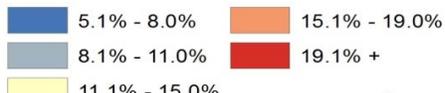
- Transit Center
- Red Route
- Blue Route



Exhibit 3-6: Population with a Disability - Cotton Express



**Percent of the Population With a Disability, by Census Tract**



Source: ACS 2013 Five-Year Estimates

- ★ Transit Center
- Red Route
- Blue Route



## Current Operations

### Fixed Routes

Cotton Express includes two interlined fixed routes within the city of Coolidge, the Red Route and the Blue Route (shown in Figure 3-7). Each route operates on a 30-minute frequency. A transfer point between the two routes is located at the Coolidge Transit Center at 395 W. Palo Verde Avenue. The Transit Center also offers connections to CART.

Cotton Express also provides on-demand and deviated route services, which are discussed later in this chapter.

### Red Route

The Red Route serves Arizona Boulevard and the eastern portion of the city of Coolidge. This route links residential areas with shopping locations such as Walmart and Safeway as well as employment areas such as Coolidge city hall, Pinal County administration building, and Coolidge Unified School District offices, all of which are located on Central Avenue near Main Street.

### Blue Route

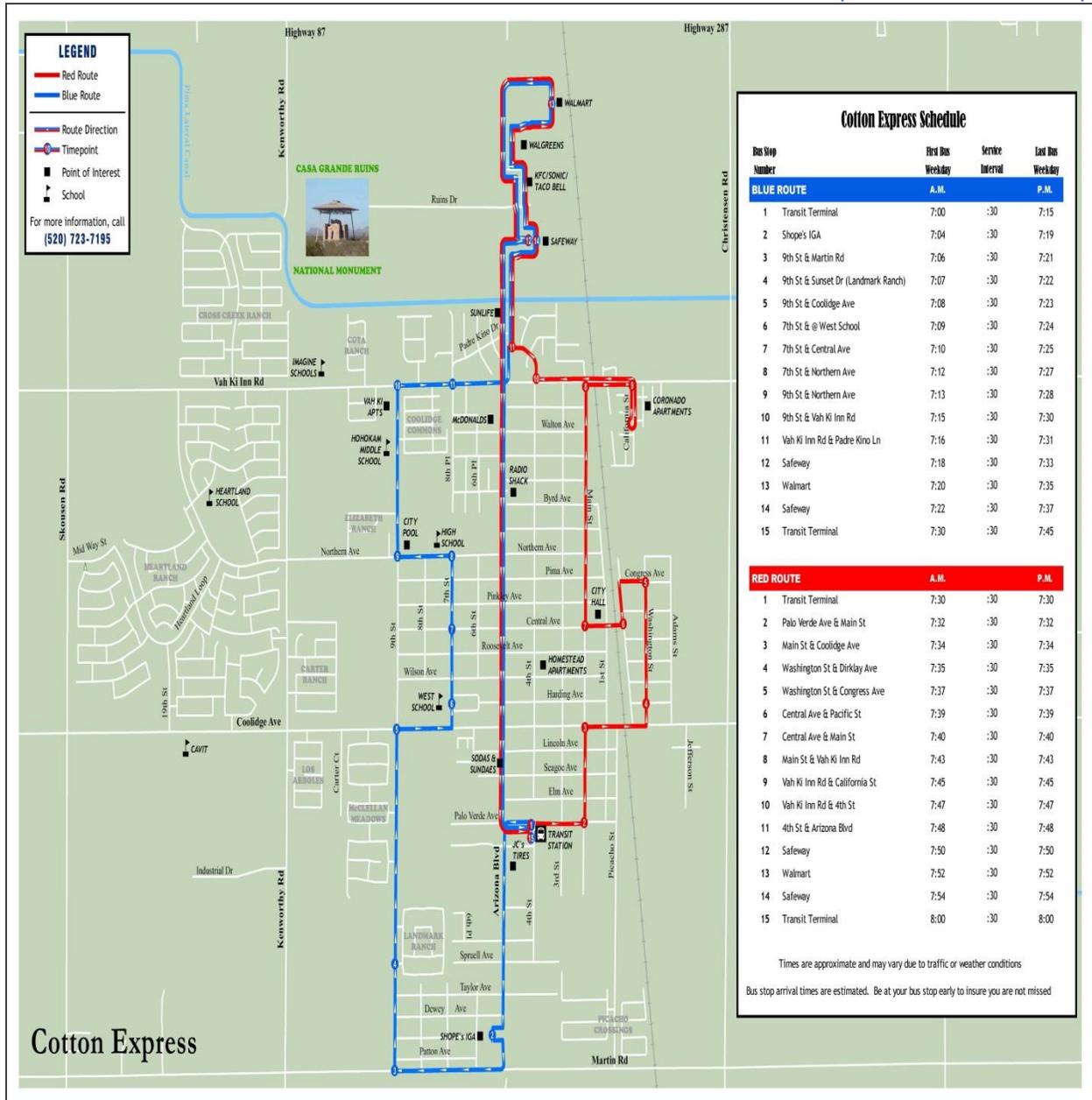
The Blue Route serves Arizona Boulevard and locations west of Arizona Boulevard. The Blue Route links residential areas with schools, shopping locations, and recreation areas. Schools served on the Blue Route include:

- Coolidge High School, 450 N Arizona Boulevard, and
- West Elementary School, 460 S. Seventh Street



*City of Coolidge Transit Terminal*

Exhibit 3-7: Cotton Express Transit Route Map



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#### Fares

The fixed-route and on-demand/deviated transit fares are summarized in Exhibit 3-8. One-way fares and daily fares can be purchased on the bus. However, monthly passes can only be purchased at the Coolidge Transit Center at 395 West Palo Verde Avenue. The monthly pass is a card that is shown to the bus driver when boarding.

Exhibit 3-8: Cotton Express Fare Structure

Fare	One-way fare	Daily Pass Fare	Monthly Pass Fare
<b>Fixed-Route Fares</b>			
Ages 12 to Adult	\$1.00	\$2.00	30.00
Ages 3 to 11	\$0.50	\$1.00	\$15.00
Age 2 and Under	Free		
<b>On-Demand and Deviated Service</b>			
Adult fare	\$1.50	\$3.00	\$45.00

Source: City of Coolidge

#### Service Hours and Schedule

Cotton Express hours of operation are 7:00 a.m. to 8:00 p.m., Monday through Friday. The transit schedule is presented in Exhibit 3-9.

#### Bus Stops and Shelters

With few exceptions, each Cotton Express bus stop is identified by a multi-colored sign mounted on a standard street pole. A limited number of benches and bus shelters are also in place.

Exhibit 3-9: Cotton Express Schedule

<b>Cotton Express Schedule</b>				
<b>Bus Stop Number</b>		<b>First Bus Weekday</b>	<b>Service Interval</b>	<b>Last Bus Weekday</b>
<b>BLUE ROUTE</b>		<b>A.M.</b>		<b>P.M.</b>
1	Transit Terminal	7:00	:30	7:15
2	Shope's IGA	7:04	:30	7:19
3	9th St & Martin Rd	7:06	:30	7:21
4	9th St & Sunset Dr (Landmark Ranch)	7:07	:30	7:22
5	9th St & Coolidge Ave	7:08	:30	7:23
6	7th St & @ West School	7:09	:30	7:24
7	7th St & Central Ave	7:10	:30	7:25
8	7th St & Northern Ave	7:12	:30	7:27
9	9th St & Northern Ave	7:13	:30	7:28
10	9th St & Vah Ki Inn Rd	7:15	:30	7:30
11	Vah Ki Inn Rd & Padre Kino Ln	7:16	:30	7:31
12	Safeway	7:18	:30	7:33
13	Walmart	7:20	:30	7:35
14	Safeway	7:22	:30	7:37
15	Transit Terminal	7:30	:30	7:45
<b>RED ROUTE</b>		<b>A.M.</b>		<b>P.M.</b>
1	Transit Terminal	7:30	:30	7:30
2	Palo Verde Ave & Main St	7:32	:30	7:32
3	Main St & Coolidge Ave	7:34	:30	7:34
4	Washington St & Dirklay Ave	7:35	:30	7:35
5	Washington St & Congress Ave	7:37	:30	7:37
6	Central Ave & Pacific St	7:39	:30	7:39
7	Central Ave & Main St	7:40	:30	7:40
8	Main St & Vah Ki Inn Rd	7:43	:30	7:43
9	Vah Ki Inn Rd & California St	7:45	:30	7:45
10	Vah Ki Inn Rd & 4th St	7:47	:30	7:47
11	4th St & Arizona Blvd	7:48	:30	7:48
12	Safeway	7:50	:30	7:50
13	Walmart	7:52	:30	7:52
14	Safeway	7:54	:30	7:54
15	Transit Terminal	8:00	:30	8:00

Times are approximate and may vary due to traffic or weather conditions

Bus stop arrival times are estimated. Be at your bus stop early to insure you are not missed

Source: City of Coolidge

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### Vehicle Fleet and Maintenance

#### Vehicle Fleet

Exhibit 3-10 summarizes the Cotton Express vehicle fleet. Two 19-passenger, wheelchair-accessible vehicles are used daily on the fixed-route service. A third 19-passenger bus is used for the on-demand bus service. A fourth 19-passenger vehicle is used for on-demand service and as an operational spare.



Exhibit 3-10: Vehicle Fleet

Vehicle Make	Year	Passenger Capacity	Fuel Type	Wheelchair Equipped stations	Bicycle Rack Equipped	Mileage	Condition	Use
Chevrolet	2009	19	Diesel	2	No	186,575	Good/in-service	Backup
Chevrolet	2009	19	Diesel	2	No	167,225	Good/in-service	On-demand / deviated service
Chevrolet	2009	19	Diesel	2	No	182,681	Good/in-service	Backup
Chevrolet	2015	19	Gas	2	No	37,033	Good/in-service	Fixed-route
Chevrolet	2015	19	Gas	2	No	39,432	Good/in-service	Fixed-route
Ford	2006	19	Diesel	2	No	181,908	Spare	Backup
Ford	2007	19	Diesel	2	No	117,344	Good/in-service	Backup
Ford	2003	19	Diesel	2	No	156,320	Spare	Backup

Source: City of Coolidge

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#### Maintenance

All fleet maintenance is conducted in-house adjacent to the Coolidge Transit Center. The maintenance facility features four service bays, parts storage, and office space.



#### Governance and Organization

The Cotton Express is operated by the City of Coolidge Transit Department. The city of Coolidge, in early 2016, created a Transit Advisory Committee, which serves as an advisory body to the Coolidge city council on matters involving transit service delivery.

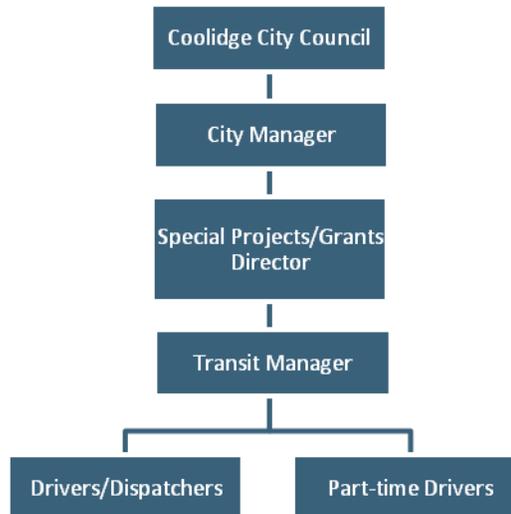
#### Staffing

Cotton Express service is provided from 7:00 a.m. to 8:00 p.m., Monday to Friday, except designated holidays. On a daily basis this translates to 26 revenue hours. In addition to the fixed-route service, the program includes 8.5 revenue hours of on-demand service each weekday.

Cotton Express service is operated by four drivers generally working six-hour weekday shifts on a rotating basis with part-time staff on-call for support depending on availability. On-demand service is operated by three drivers, each working three-hour weekday shifts on a rotating basis. The City's Transit Department organization chart is provided in Exhibit 3-11.

Dispatch duties are shared by two staff working seven-hour weekday shifts on a rotating basis.

Exhibit 3-11: Organization Chart for Cotton Express



### Evaluations and Promotions

Transit personnel are City of Coolidge employees, and as such are subject to the City’s performance evaluation procedures. The City of Coolidge Guidelines are followed when hiring or promoting personnel.

### On-Demand and Deviated Fixed-Route Service

Cotton Express provides a deviated fixed-route and on-demand service to the general public 7:00 a.m. to 8:00 p.m., Monday through Friday. Reservations are requested 24 hours in advance, and all transit vehicles are Americans with Disabilities Act (ADA) equipped with wheelchair accessibility.

### Service and System Evaluation

The service and system evaluation of the Cotton Express service provides a basis for evaluating system performance through quantifiable indicators. The goals of this evaluation include an objective assessment of current transit operations, identification of areas for improvement and enhancement, and foundation for service enhancement recommendations.

Providing public transit service in a rural/sparsely populated region presents inherent challenges. Population is generally spread out creating longer-distance trips, there are limited funding streams available, creating tighter budgets, there is an “aging in place” effect increasing on-call/on-demand service needs, and an ever-increasing transit-dependent population.

The core objective of Cotton Express is to provide safe and reliable transportation at a reasonable cost to the residents of Coolidge.

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#### Performance Indicators

For the purpose of evaluating transportation services, performance goals and metrics were established to assess overall efficiency and areas of potential improvement. The following section will detail the Cotton Express performance across three fiscal years (FY 2012/2013 through FY 2014/2015).

Exhibit 3-12: Cotton Express Performance

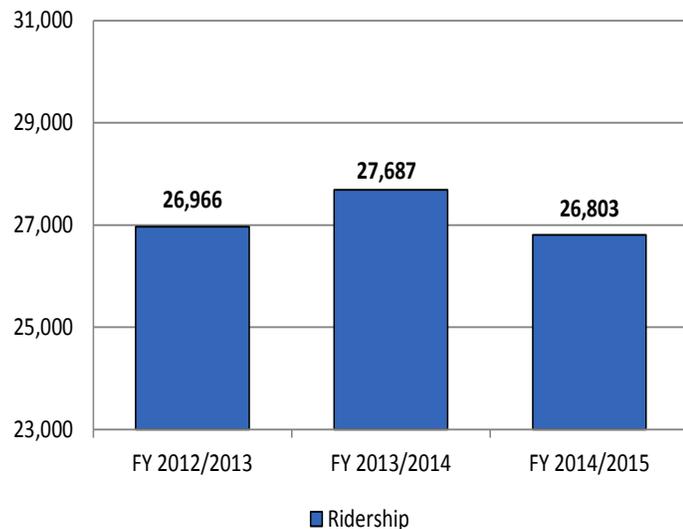
Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
Operating Cost	\$457,069	\$481,461	\$519,627
<i>Annual Change</i>		5.3%	7.9%
Fare Revenue	\$23,228	\$20,699	\$17,110
<i>Annual Change</i>		-10.9%	-17.3%
Vehicle Service Hours (VSH)	8,984	9,828	10,062
<i>Annual Change</i>		9.4%	2.4%
Vehicle Service Miles (VSM)	106,844	76,221	85,259
<i>Annual Change</i>		-28.7%	11.9%
Ridership	26,966	27,687	26,803
<i>Annual Change</i>		2.7%	-3.2%
<b>Performance Metric</b>			
Operating Cost/VSH	\$50.88	\$48.99	\$51.64
<i>Annual Change</i>		-3.7%	5.4%
Operating Cost/VSM	\$4.28	\$6.32	\$6.09
<i>Annual Change</i>		47.7%	-3.5%
Operating Cost/Passenger	\$16.95	\$17.39	\$19.39
<i>Annual Change</i>		2.6%	11.5%
Passengers/VSH	3.00	2.82	2.66
<i>Annual Change</i>		-6.1%	-5.4%
Passengers/VSM	0.25	0.36	0.31
<i>Annual Change</i>		43.9%	-13.5%
Fare/Passenger	\$0.86	\$0.75	\$0.64
<i>Annual Change</i>		-13.2%	-14.6%
Farebox Recovery	4.8%	4.1%	3.3%
<i>Annual Change</i>		-14.8%	-20.1%
VSM/VSH	11.89	7.76	8.47
<i>Annual Change</i>		-34.8%	9.3%

#### Ridership

Within three fiscal years, Cotton Express ridership has remained relatively flat across the past three years (See Exhibit 3-13). Ridership peaked in FY 2013/2014, at 27,687 riders.

Overall, the Cotton Express averaged of 27,152 unlinked trips annually over three fiscal years.

Exhibit 3-13: Cotton Express Annual Ridership



Non-urbanized/rural transit programs nationwide experienced a three percent annual ridership decline between FY 2011/2012 and FY 2012/2013.<sup>1</sup>

#### Farebox Recovery

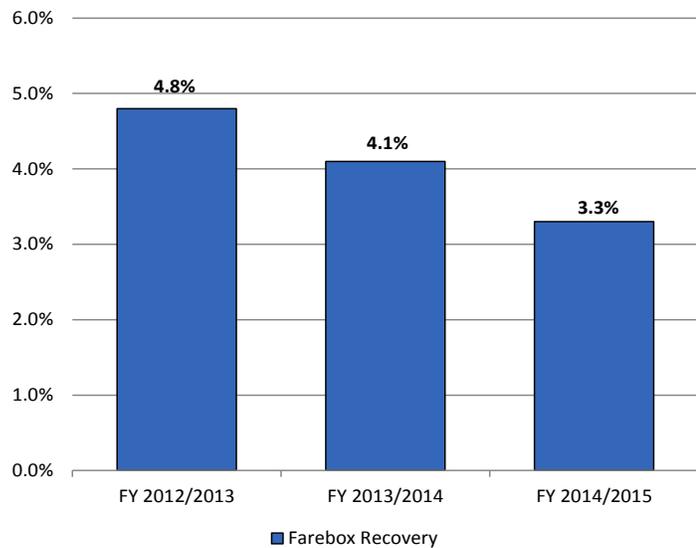
Farebox Recovery Ratio calculates the percentage of operating cost realized through payment of passenger fares. It is the most common measure of public subsidy of a transit service. Exhibit 3-14 reveals farebox recovery for Cotton Express at 3.4 percent in FY 2014/2015, a decrease of 29.2 percent since FY 2012/2013.

A cornerstone strategy for improving farebox recovery is to increase ridership while maintaining or reducing operating costs.

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<sup>1</sup> Rural Transit Fact Book 2015, Upper Great Plains Transportation Institute, page 12.

Exhibit 3-14: Cotton Express Farebox Recovery



The industry standard for farebox recovery for non-urbanized/rural transit providers stands at no less than ten percent. Low farebox recovery can typically be linked to 1) lower than necessary fares, 2) declining ridership, and/or 3) higher than normal operating costs.

#### Operating Cost/Vehicle Service Hours (VSH)

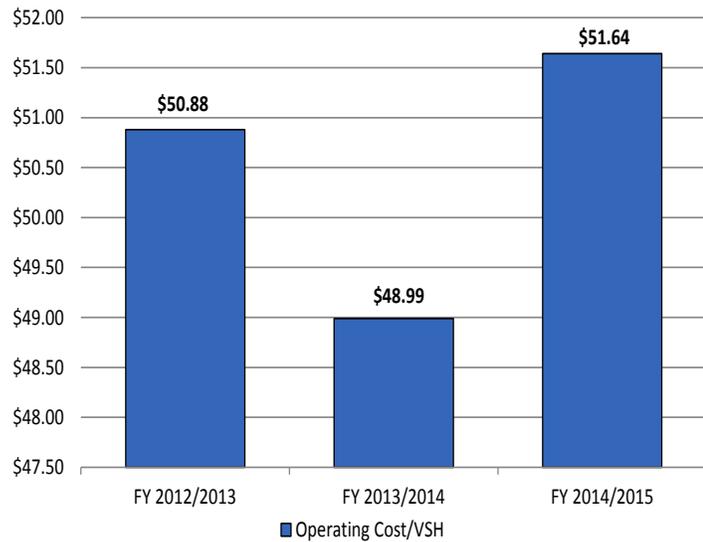
This metric calculates service efficiency, reflective of the total cost to provide a single hour of revenue service. As shown in Exhibit 3-15, this metric varied throughout evaluation period, ranging from a low of \$48.99/VSH to a high of \$51.64/VSH. Overall, this Cotton Express metric has seen a modest net increase in Cost/VSH.

Exhibit 3-15: Cotton Express Operating Cost/VSH

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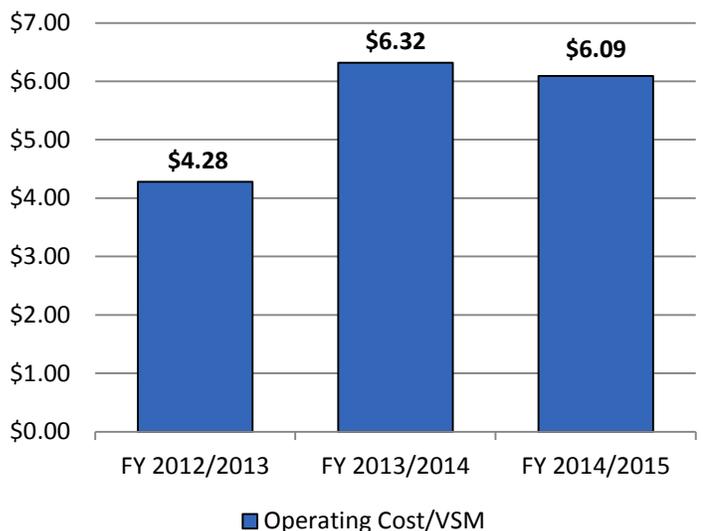


Factors having the most impact on operating costs in a small rural transit system are similar to farebox recovery in that fares may be lower than necessary and there is declining ridership. Other factors may include local road network configuration, and traveled distance (route length). Also of consideration when evaluating operating cost is the number of revenue hours spent delivering services to the community.

#### Operating Cost/Vehicle Service Mile (VSM)

Operating Cost/VSM for Cotton Express ranged from a low of \$4.28 in FY 2012/2013 to a high of \$6.32 in FY 2013/2014. Overall, Cotton Express experienced a 42.3 percent net increase (See Exhibit 3-16). A review of the FY 2012/2013 vehicle service miles by month reveals periods of escalated service miles with service hours remaining consistent when compared with other fiscal years. This could be attributed to data collection/reporting inaccuracies.

Exhibit 3-16 - Cotton Express Operating Cost/VSM



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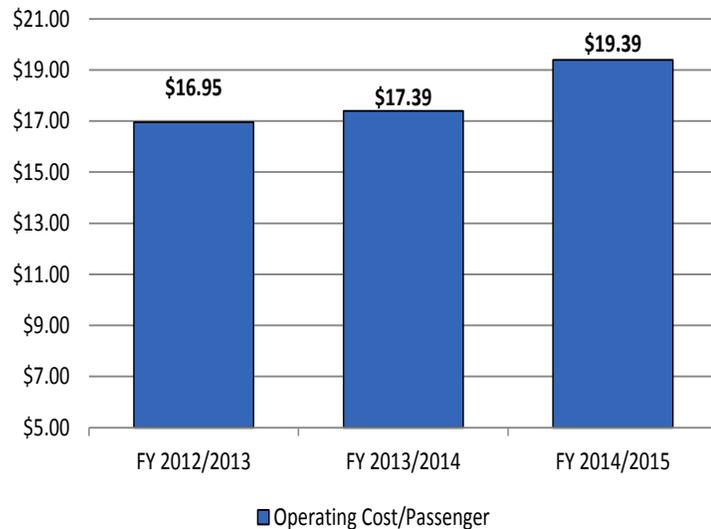
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#### Operating Cost/Passenger

Another measure of cost-effectiveness, Operating Cost/Passenger, tracks the amount the City expends for a single unlinked passenger trip. As shown in Exhibit 3-17, the City spent \$19.39/passenger in FY 2014/15, increasing 14.4 percent over three fiscal years.

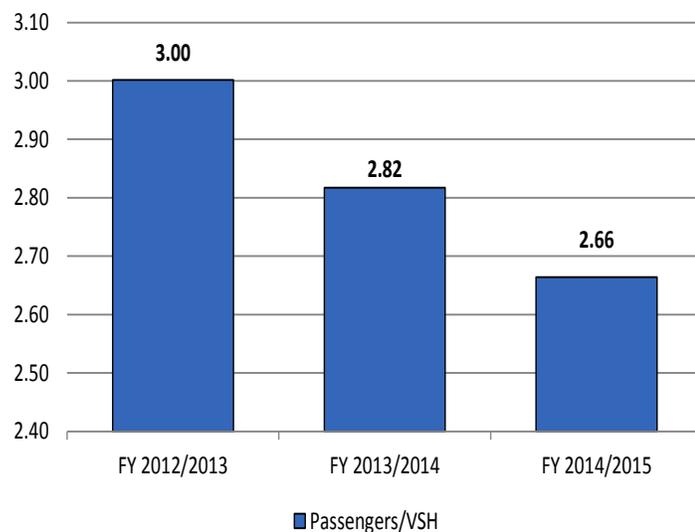
Exhibit 3-17: Cotton Express Cost/Passenger



Passengers/VSH

Passengers/VSH calculates the productivity and efficiency of a transit service during revenue hours. This metric quantifies the number of rides provided during each revenue or service hour. Exhibit 3-18 reveals Cotton Express' Passengers/VSH decreased 11.3 percent across three fiscal years. We believe this change can be attributed to an increase in Vehicle Service Hours (in FY 2013/2014) accompanied by a 2.7 percent ridership decline.

Exhibit 3-18: Cotton Express Passengers/VSH



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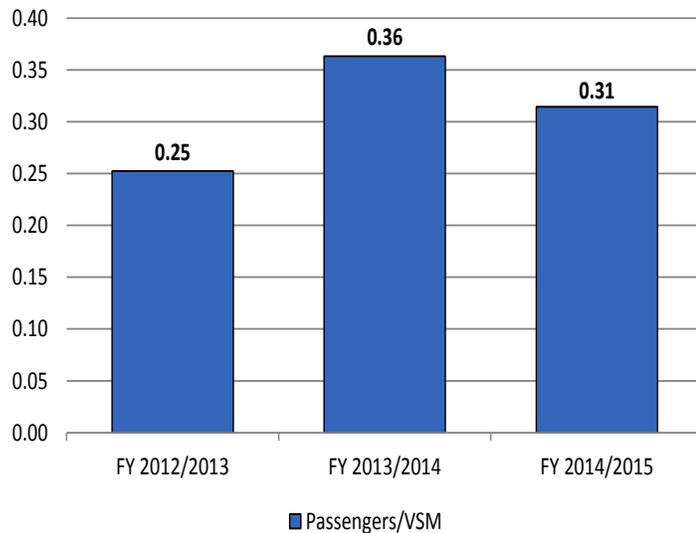
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#### Passengers/VSM

Passengers/VSM for Cotton Express experienced a net increase of 24.6 percent between FY 2012/2013 and FY 2014/2015, as shown by Exhibit 3-19.

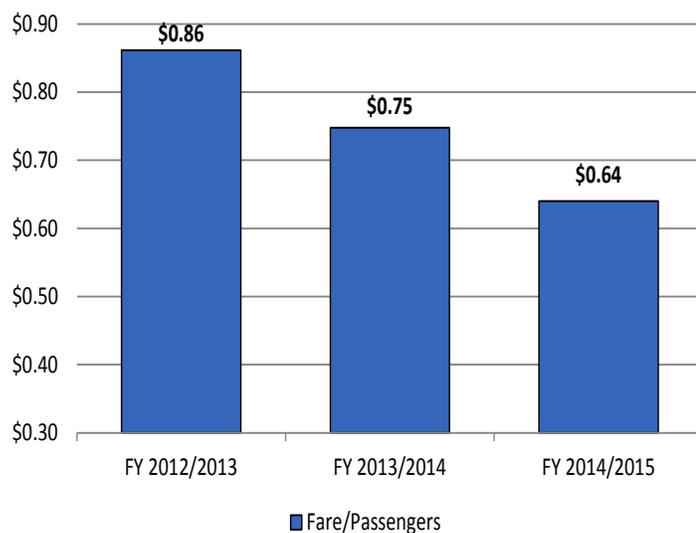
Exhibit 3-19: Cotton Express Passengers/VSM



#### Fare/Passenger

This metric calculates the average fare paid for each unlinked trip. A review of Cotton Express fare/passenger (Exhibit 3-20) shows a decrease of 32.9 percent, or 28 cents, across the evaluation period, falling to 64 cents in FY 2014/2015.

Exhibit 3-20: Cotton Express Fare/Passenger



## Ride Check

A ride check was conducted in November/December 2015. The ride check included a tally of all boarding and alighting activity as well as an assessment of on-time performance typical of a weekday. The ride check was conducted concurrent with the onboard survey. Due to Cotton Express providing service inconsistent with published times, ride check staff were unable to gather complete boarding and alighting activity and on-time performance data.

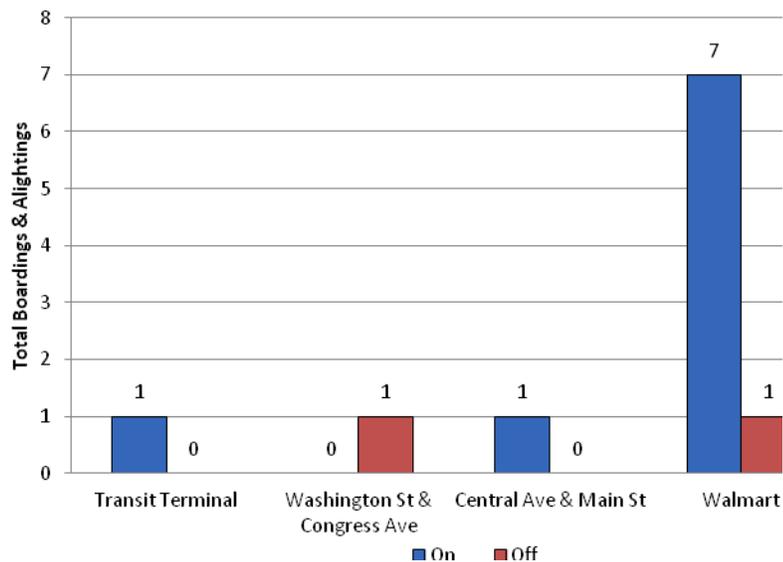
Despite all the issues that arose during the ride check (service did not operate according to published schedule, buses deviated from fixed routes, and unscheduled pickups/drop-offs), the data that was collected was sufficient for a thorough analysis of the Cotton Express system.

### Red Route

#### Boarding and Alighting

No boardings were observed during the AM observation period (7:00 a.m. – 9:30 a.m.). Only two patrons boarded a Red Route bus at designated bus stop during the midday observation period (9:30 a.m. - 3:30 p.m.). During the PM observation period (3:30 p.m. – 8:00 p.m.), seven patrons boarded at a designated stop. Exhibit 3-21 represents locations where boarding and alighting activity occurred. Walmart represents 77.8 percent of total observed boardings during both midday and PM observation periods.

Exhibit 3-21: Red Route: Boarding and Alighting Activity



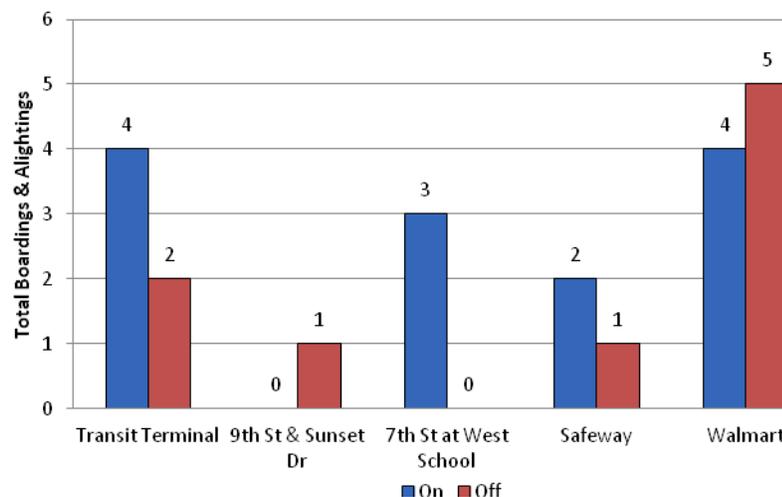
### Blue Route

#### Boarding and Alighting

No boardings were observed during the AM observation period (7:00 a.m. – 9:30 a.m.). Only two patrons boarded a Blue Route bus at designated bus stop during the midday observation period (9:30 a.m. - 3:30 p.m.). During the PM observation period (3:30 p.m. – 8:00 p.m.), a total of eleven patrons boarded a bus at a designated bus stop.

Exhibit 3-22 represents locations where boarding and alighting activity occurred. Nearly one-third of all patrons boarded at the Walmart (30.8 percent) and one-third boarded at the Coolidge transit terminal (30.8 percent).

Exhibit 3-22: Blue Route: Boarding and Alighting Activity



### On-Demand Service Trip Log Review

A review of a typical month's worth of Cotton Express trip logs was completed. The period from July 27, 2015 to August 21, 2015 was selected as a typical month. Our review of trip logs revealed the following:

1. The most requested drop-off locations include Walmart, Coolidge transit terminal, Adult Center, Safeway, Hope Women's Center, and Sun Life Bank.
2. Among of the most frequent pick-up locations, only Walmart, the transit center, and Safeway are designated stops along a Cotton Express route.
3. The majority of pick-up requests occurred at a rider's residence.
4. Other locations with multiple drop-offs include Ace Hardware, Bank of the West, Dollar Tree, Dollar General, McDonald's, post office, and South West Eye Center.

A review of Cotton Express trip logs also revealed a number of ways in which to improve reporting efficiency and reduce staff time required to develop reports, which are discussed on the following page.

## Cotton Express Recommendations

The following recommendations were developed based on a review of routes, and operations, as well as public input. It is likely implementation of the proposed recommendations would occur on a phased basis across the next five years:

- Phase 1 – 12 to 18 months, and
- Phase 2 – 18 to 60 months.

A summary of the recommendations is presented in Exhibit 3-23. A discussion of these recommendations follows.

## Administrative Recommendations

### Evaluate Fare Policy and Discounted Fares/ Eligibility

The current economy and political climate makes it difficult to anticipate the acceptability of a fare increase. Currently fares are reasonable as compared to many fixed-route systems. Fares could be increased for all services, or for selected services (e.g., on-demand or fixed-route service), or for selected groups of riders (e.g., regular fare customers). Revenues from increases in fares can be offset by a decrease in ridership. Recent data has indicated that a 10 percent fare increase can potentially increase revenue five to eight percent over the short run and one to four percent over the long run<sup>2</sup>. Commonly accepted fare elasticity predicts a 1.8 percent decline in ridership for each five percent increase in fare.<sup>3</sup>

### Formalize Route Deviation Policy

Currently, there are no published guidelines regarding the route deviation service. The City must develop a policy that restricts the number of deviations on each fixed-route trip. The two main reasons for restricting deviations are to maintain U.S. Department of Transportation (DOT) compliance and to provide reliable service. Providing such a policy can lead to a more efficient service that will save money and increase revenue.

To provide a deviated fixed-route policy, we recommend that Cotton Express offer a limit of two deviations per trip circuit, and that all deviations be within three-quarters of a mile of a fixed-route. We also suggest that Cotton Express implement a 24-hour advanced request service for any deviations. As this service is a substitute to a separate demand-response service, we recommend that all Cotton Express vehicles be Americans with Disabilities Act (ADA) compliant.<sup>4</sup>

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<sup>2</sup> Litman, Todd, Local Funding Options for Public Transportation, 2015, page 11

<sup>3</sup> Litman, T, Transit Price Elasticities and cross Elasticities. Victoria Transport Policy Institute, 2012.

<sup>4</sup> TCRP Report 140, A Guide for Planning and Operating Flexible Public Transportation Services, 2010

Exhibit 3-23: Cotton Express Recommendations

Category	Recommendation	Catalyst
<b>Phase 1</b>		
Administrative	Evaluate Fare Policy and Discounted Fares/Eligibility.	Consultant recommendation
Administrative	Formalize route-deviation.	Consultant recommendation
Administrative	Improve performance monitoring, data collection.	Consultant recommendation
Administrative /Operational	Promote connectivity (schedule coordination, fares, and transfers).	Consultant recommendation
Operational	Operate on published schedule to improve on-time performance.	Consultant recommendation
Operational	Increase ridership/fare revenue through service enhancements; set annual targets for improvement.	Consultant recommendation
Operational	Increase marketing/public engagements/social media presence.	Community input
Operational	Introduce route enhancements such as service to Imagine Charter School and CAVIT School.	Community input
Operational	Provide bi-directional service along Arizona Blvd by providing the Blue Route on a counter-clockwise loop.	Consultant recommendation
Capital	Display service information at all bus stops.	Consultant recommendation
Capital	Ensure all bus stops are appropriately signed.	Consultant recommendation
<b>Phase 2</b>		
Administrative	Develop “inventive program” for fixed route use with local businesses and chamber of Commerce.	Community input
Operational	Introduce limited-hour Saturday service.	Community input
Capital	Add bike racks to transit vehicles.	Community input
Capital	Incremental installation of bus stop amenities (such as benches and bus shelters).	Consultant recommendation

**Promote Connectivity**

Three ways to promote better connectivity between Cotton Express and CART services are:

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- Schedule coordination- coordinate arrival and departure times at the Transit terminal to assist in transferring from one system to another.
- Transfers – provide free transfers between the two systems. Add a transfer policy to the Riders Guide.
- Provide schedules for both services in all vehicles.

#### Develop incentive program with local businesses and Chamber of Commerce

One way to encourage participation of employees is for employers to offer bulk purchases of discounted bus passes. A suggestion during the stakeholder outreach was to code the bus passes so it is possible to see what organizations are using them. Another way to encourage the use of bus passes is to sell them at the Chambers of Commerce in Coolidge.

## Operational Recommendations

#### Operate on Published Schedule to Improve On-Time Performance

Driver training emphasis should be placed on schedule adherence, so that customers can reliably predict when the bus will arrive. When the schedule is not reliable, it discourages use of the transit system for work trips, when time is of the essence to reach a destination. To help combat on-time performance issues, regular reminders and in-field spot checks should be performed to enhance schedule adherence. A recommended standard is 90 percent of all monthly trips operate on time (defined as no earlier than 1 minute before and no more than 6 minutes past the published schedule). Similarly, for demand-response service, recommended standard is 90 percent of all monthly trips operate on time (defined as within 10 minutes of the scheduled pick-up time).

#### Increase Ridership/Fare Revenue through Service Enhancements

A reasonable expectation is for ridership to increase five to eight percent a year through a combination of service enhancements such as actions to increase reliability and on-time performance, increased marketing, improvements to bus stop areas, and route enhancements.

#### Introduce Saturday Service on a Trial Basis

Saturday service was a request arising from the public outreach conducted in support of the Plan. We recommend introducing Saturday service for a three-month trial period. The trial service should be well publicized through the local newspapers, the Cotton Express website, other social media, Chamber of Commerce, Walmart, Safeway, and City of Coolidge offices. Radio spots could also announce the service. Promotions should be conducted and timed to the start of the service, such as giveaways of a limited number of free bus passes to try the Saturday service. This is an opportunity to promote the bus service as well as the Saturday service trial.

Based on the current Cost/VSH, which is \$51.64, Saturday service for a three-month period (using one vehicle) is estimated to cost \$3,718.00.

$$12 \text{ Saturdays} * 6 \text{ hours (assume service span of 9 a.m. to 3 p.m.)} * \$51.64 = \mathbf{\$3,718.00}$$

#### Increase Marketing/Public Engagements/Social Media Presence

Marketing recommendations are discussed in Chapter 5.

#### Introduce Route Enhancements

Requests for transit service to the Imagine Charter School and the Central Arizona Valley Institute of Technology (CAVIT) School were made during stakeholder outreach meetings. An illustration of these route enhancements is shown in Exhibit 3-24. These route extensions could be incorporated into the Blue Route, or alternatively, be provided as on-demand services.

#### Provide Bi-Directional Service along Arizona Boulevard

Located along Arizona Boulevard are the majority of the retail and restaurants within the city of Coolidge. With this demand, we propose Cotton Express provide bi-directional service along the boulevard. Currently, both routes travel in the same direction along Arizona Boulevard. The Blue Route provides service west of Arizona Boulevard in a clockwise loop. We propose the Blue Route alter its route by providing service in a counter-clockwise loop, so that Arizona Boulevard is accessible going north and south.

### Staffing Recommendations

Exhibit 3-24 presents recommended staffing levels for Cotton Express. It is recommended that Cotton Express continue to provide service for each route (Blue, Red, and eligibility-based demand-response) from 7:00 a.m. to 8:00 p.m., Monday to Friday. As such, it is recommended that Cotton Express staff two full-time equivalent drivers each for the Blue Route, the Red Route, and the eligibility-based demand-response service, for a total of six full-time equivalent drivers. It is also recommended Cotton Express staff two full-time equivalent dispatchers to handle demand-response trip requests as well as provide customer service support for all Cotton Express services.

Exhibit 3-24: Recommended Operational Organization Chart for Cotton Express

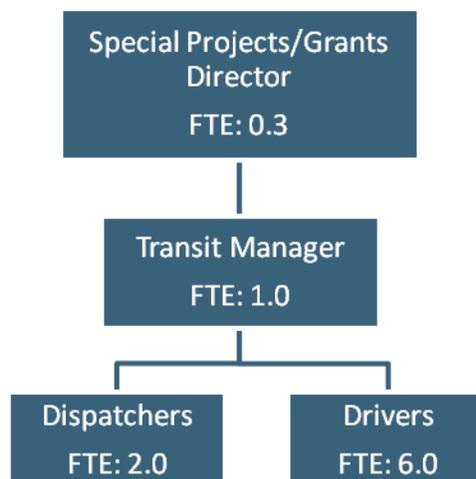
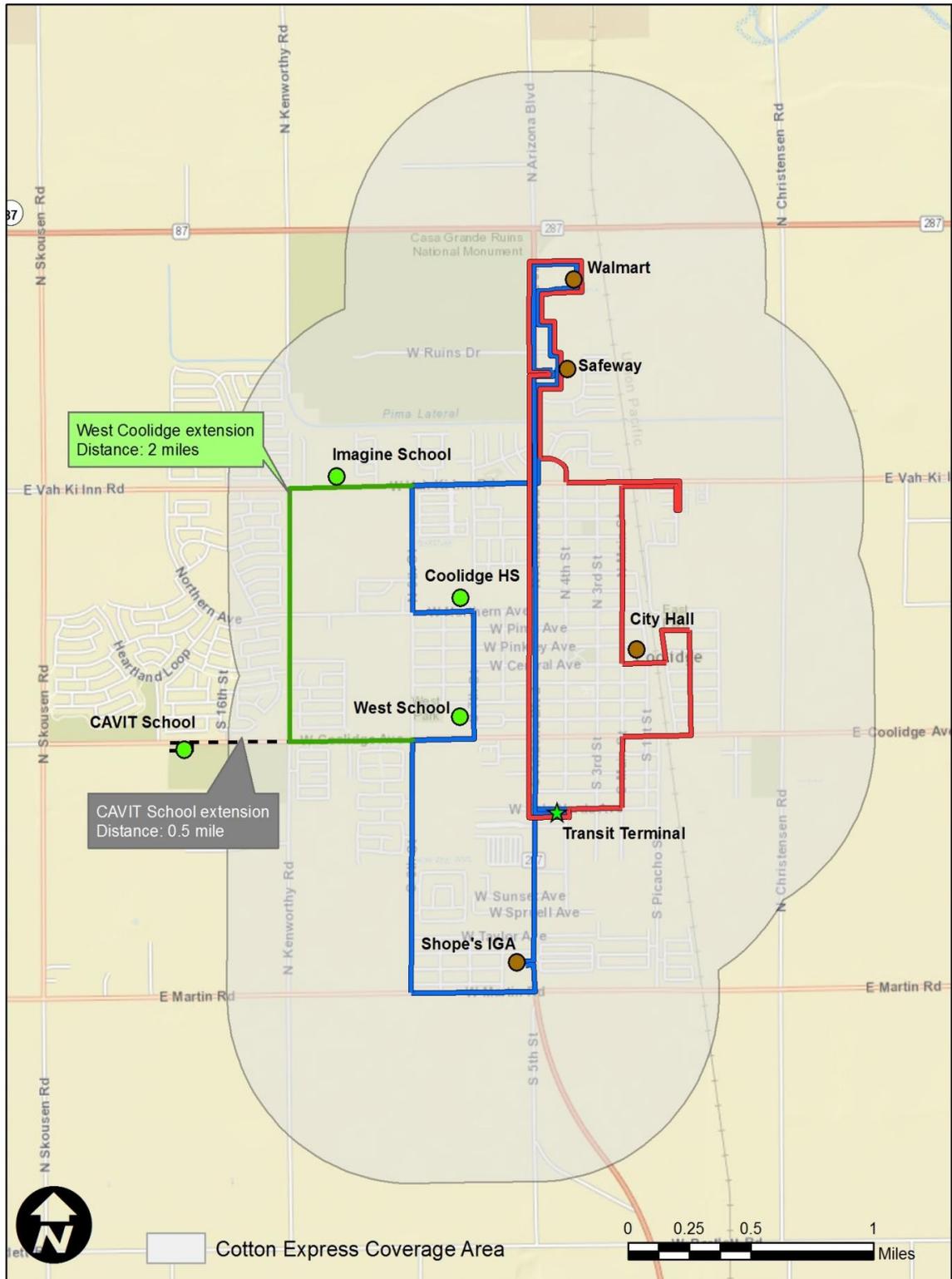


Exhibit 3-25: Possible Service Enhancements for Cotton Express



### Capital Recommendations

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#### Bus Stop Amenities

Transit amenities at bus stop locations help promote safety and comfort as well as provide the opportunity to inform the public about the route and schedule and build awareness of the system. Signed bus stops and bus shelters can play a key role in the success of the transit program. All bus stops should be signed and provided with service information, which is discussed in more detail in the marketing plan (Chapter 5).



In Phase 2 of the plan, bus shelters should be incrementally installed at the busiest bus stops and those locations that serve both the Red and Blue routes. Bus shelters provide rider safety and comfort, particularly in the summer months, and can also generate advertising revenue. Bus shelters should include benches and trash receptacles.

#### Bike racks

It was noted in stakeholder outreach meetings that although the CART buses have bike racks, the Cotton Express buses do not. This should be a system enhancement in Phase 2 of the five-year plan.

#### Vehicle Replacement

Currently the Cotton Express operates two 19-passenger vehicles on the fixed-route service and one 19-passenger vehicle on the on-demand service, with five backup vehicles that are used as spares.

A vehicle replacement strategy is summarized in Exhibit 3-25. FTA regulations stipulate that light-duty vehicles, including small bus cutaways and mini-vans, be kept in service at least five years or 200,000 miles, whichever comes first. Regarding backup vehicles, for fleets less than 50 vehicles, judgment must be applied to determine a reasonable number of spare vehicles for each individual operator.

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#### Exhibit 3-26: Fleet Replacement Plan

Chevrolet	2009	186,575	Good/in-service	Backup	X	
Chevrolet	2009	167,225	Good/in-service	On-demand/ deviated service	X	
Chevrolet	2009	182,681	Good/in-service	Backup		
Chevrolet	2015	37,033	Good/in-service	Fixed-route		X
Chevrolet	2015	39,432	Good/in-service	Fixed-route		X
Ford	2006	181,908	Spare	Backup		
Ford	2007	117,344	Good/in-service	Backup		
Ford	2003	156,320	Spare	Backup		

## Operating and Capital Budget

The five-year operating and capital budget is shown in Exhibit 3-26 and is based on the following assumptions:

- It was assumed that budgeting was required for the period FY 2017/2018 – FY 2021/2022 since the budget for the two-year period FY 2015/2016 – FY 2016/2017 is currently in preparation.
- Base costs were based on previous budget amounts listed in the budget dated March 2015. Administrative and operating costs in the FY 2017/2018 – FY 2021/2022 period were increased by three percent per year, with the exception of fuel costs, which were increased by five percent per year.
- Marketing costs were assumed to be approximately 5 percent of the administrative budget.
- Two vehicles were assumed to be replaced in F& 2017/2018, and two in FY 2019/2020.
- Five bus shelters and benches were assumed to be purchased in the FY 2018/2019 budget. It was noted that five bus shelters were included in a previous capital purchase request in 2015.
- New signage was assumed at 24 stop locations, which would include bus schedule information.
- Ridership revenues were assumed to increase 5 percent per year as a result of marketing efforts and other service enhancements.
- The trial Saturday service is not included in the budget. The anticipated budget for this trial is discussed on page 3-26.

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Exhibit 3-27: Cotton Express Five-Year Operating and Capital Budgets

<b>Administrative Costs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Transit Director	\$28,000	\$28,840	\$29,705	\$30,596	\$31,514
Transit Manager	\$13,000	\$13,390	\$13,792	\$14,205	\$14,632
Administrative Assistant	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Fringe Benefits	\$19,000	\$19,570	\$20,157	\$20,762	\$21,385
Travel Expense	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251
Telephone/Internet	\$4,400	\$4,532	\$4,668	\$4,808	\$4,952
Office Supplies	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351
Marketing/Advertising	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Printing	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Utilities (Water and Electric)	\$8,500	\$8,755	\$9,018	\$9,288	\$9,567
Liability and Fire Insurance	\$5,800	\$5,974	\$6,153	\$6,338	\$6,528
Property Insurance	\$700	\$721	\$743	\$765	\$788
Substance Abuse Program	\$500	\$515	\$530	\$546	\$563
Professional Services / Fees/E-banking fees	\$1,200	\$1,236	\$1,273	\$1,311	\$1,351
<b>Subtotal Administrative Costs</b>	<b>\$99,800</b>	<b>\$102,794</b>	<b>\$105,878</b>	<b>\$109,054</b>	<b>\$112,326</b>
<b>Operating Costs</b>					
Drivers /Dispatcher	\$89,000	\$91,670	\$94,420	\$97,253	\$100,170
Senior Driver	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Mechanic	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
Fringe Benefits	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413
Fuel and Oil	\$23,000	\$24,150	\$25,358	\$26,625	\$27,957
Tires/Parts Maintenance	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Uniforms	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065
Vehicle Insurance	\$26,200	\$26,986	\$27,796	\$28,629	\$29,488
Driver Training and Certifications	\$300	\$309	\$318	\$328	\$338
Facility Maintenance/Janitorial	\$2,800	\$2,884	\$2,971	\$3,060	\$3,151
<b>Subtotal Operating</b>	<b>\$280,800</b>	<b>\$289,684</b>	<b>\$298,858</b>	<b>\$308,330</b>	<b>\$318,113</b>
<b>Capital Costs</b>					
Vehicles (\$125,000 each)	\$250,000	\$0	\$250,000	\$0	\$0
Communications/ITS	\$0	\$0	\$0	\$0	\$0
Benches (\$400 each)	\$0	\$2,000	\$0	\$0	\$0
Bus Stop Shelter (\$5,500 each)	\$0	\$27,500	\$0	\$0	\$0
Bus Stop Signs plus installation (\$65 each)	\$1,560	\$0	\$0	\$0	\$0
Bike racks (\$600 each)	\$2,400	\$0	\$0	\$0	\$0
<b>Subtotal, Capital</b>	<b>\$253,960</b>	<b>\$29,500</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL COSTS</b>	<b>\$634,560</b>	<b>\$421,978</b>	<b>\$654,735</b>	<b>\$417,385</b>	<b>\$430,439</b>
<b>Sources of Revenues</b>					
<b>Local Match</b>					
Farebox	\$18,000	\$18,900	\$19,845	\$20,837	\$21,879
Local match	\$170,688	\$129,226	\$176,851	\$130,472	\$134,193
<b>Subtotal Local</b>	<b>\$188,688</b>	<b>\$148,126</b>	<b>\$196,696</b>	<b>\$151,310</b>	<b>\$156,073</b>
<b>Federal Funding</b>					
5311 Operations at 58% match	\$162,864	\$168,017	\$173,337	\$178,832	\$184,505
5311 Administration at 80% match	\$79,840	\$82,235	\$84,702	\$87,243	\$89,861
5311 Capital at 80% match	\$203,168	\$23,600	\$200,000	\$0	\$0
<b>Subtotal Grants</b>	<b>\$445,872</b>	<b>\$273,852</b>	<b>\$458,040</b>	<b>\$266,075</b>	<b>\$274,366</b>

**Arizona Department of Transportation**

**Coolidge Transit Plan 2016**

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# 4

CHAPTER 4

## CENTRAL ARIZONA REGIONAL TRANSIT

### Overview of Transit System

Central Arizona Regional Transit (CART) is a regional bus system that connects Florence, Coolidge, Central Arizona College, and Casa Grande. The target audience includes those transportation dependent populations in need of alternative modes of transportation (public transit) to get to work, medical appointments, and personal trips throughout Central Arizona. CART is funded by ADOT, Central Arizona College, City of Coolidge, Pinal County, and the Town of Florence. It is estimated that many of the transit riders (45-50 percent) are Central Arizona College students<sup>5</sup>.

### History

CART service was established in July 2010 as a pilot regional bus system known as the Pinal Central Xpress. The regional transit service was made permanent in June 2011.



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<sup>5</sup> Source: City of Coolidge PowerPoint presentation to Maricopa Association of Governments, February 13, 2014.

## Demographics of the CART Service Area

This section provides demographic and socioeconomic analysis including population density, elderly and youth population, percentage of the population with a disability, percentage of the population living in poverty, and percentage of households without access to a vehicle. Data was gathered from the 2010 US Census and the 2009-2013 American Community Survey (ACS) 5-year estimates.

A review of population density in the CART service area (Exhibit 4-1) reveals high concentrations of population clustered in the Casa Grande city center, between Interstate 10 and State Highway 387, and within Florence at the State prison complex along State Highway 79.

A review of Exhibit 4-2 reveals heavy concentrations of the elderly population in Casa Grande within two miles of the CART westbound route along Trezell Road, and within two miles of the CART eastbound route along State Route 287 near Interstate 10. A large concentration of the elderly population not being served by either CART or Cotton Express is the community within Florence surrounding the Golf Club at Oasis.

The youth population consists of those persons under the age of 18. Many in this age group are dependent on transit to provide transportation to educational services as well as retail services. Exhibit 4-3 reveals a heavy concentration of youth located around Desert Willow Elementary School in Casa Grande.

A very transportation dependent population historically has been those persons living in poverty. These persons are more likely to need transit services to gain access to everyday activities such as educational services, employment opportunities, and retail services. Within Casa Grande, south of State Route 287 (CART Eastbound Route) between State Route 387 and Thornton Road is a pocket of the population with high concentration of poverty (See Exhibit 4-4).

The concentration of households without access to a vehicle is highest to the east of State Route 387 between McMurray Boulevard and Cottonwood Lane. This section of Casa Grande is within one mile of the CART Westbound Route. Within Florence there are high levels of households without access to a vehicle that exist on the eastside of town (inclusive of Arizona State Prison Complex – Eymann) where more than 22.0 percent of households do not have access to a vehicle (Exhibit 4-5).

The highest concentrations of the disabled population (greater than 22%) exist throughout the eastern portion of Florence and within Casa Grande adjacent to both the CART Eastbound and Westbound Routes, along State Route 287 and 387 (Exhibit 4-6).

Exhibit 4-1: Population Density - CART Area

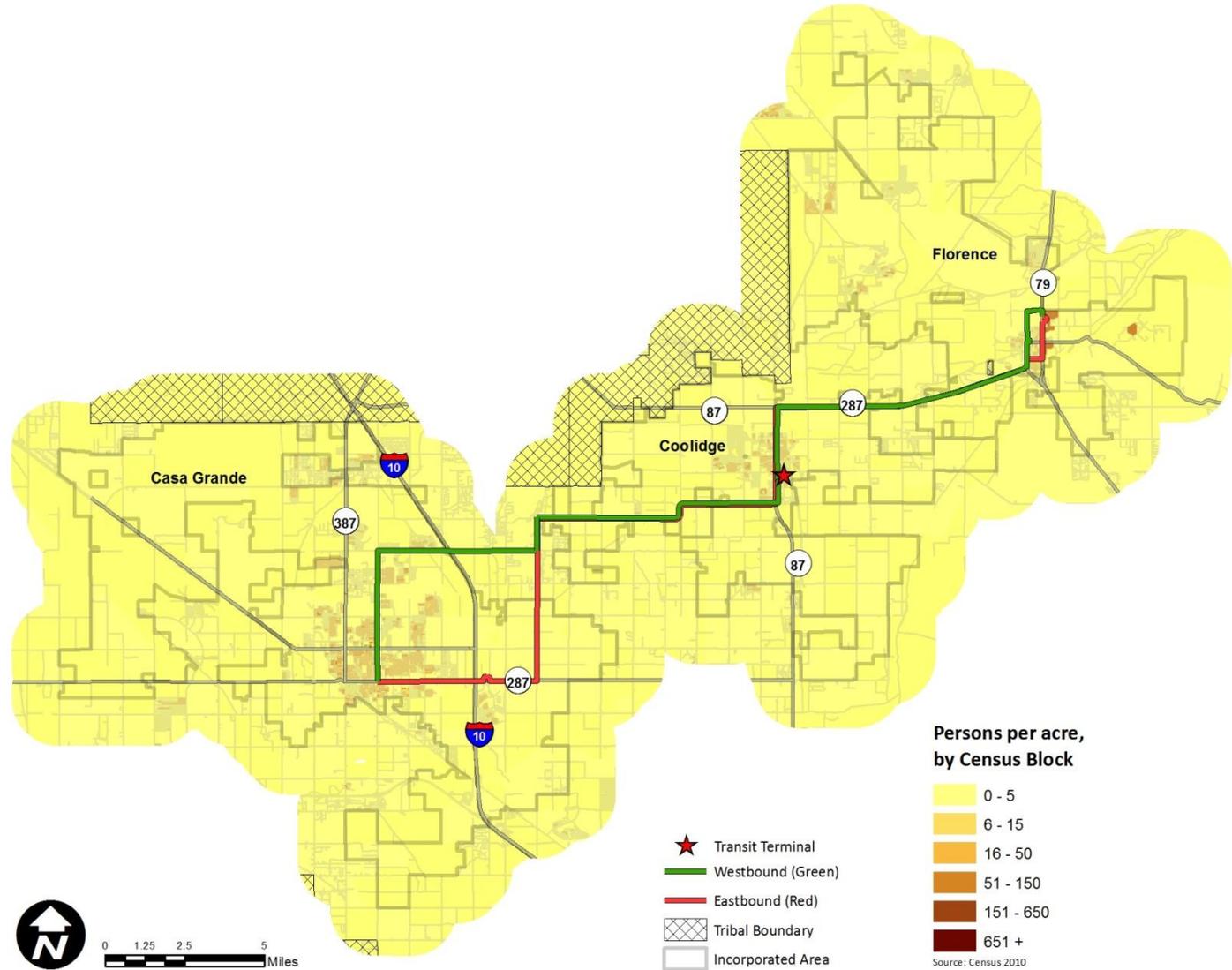


Exhibit 4-2: Elderly Population - CART

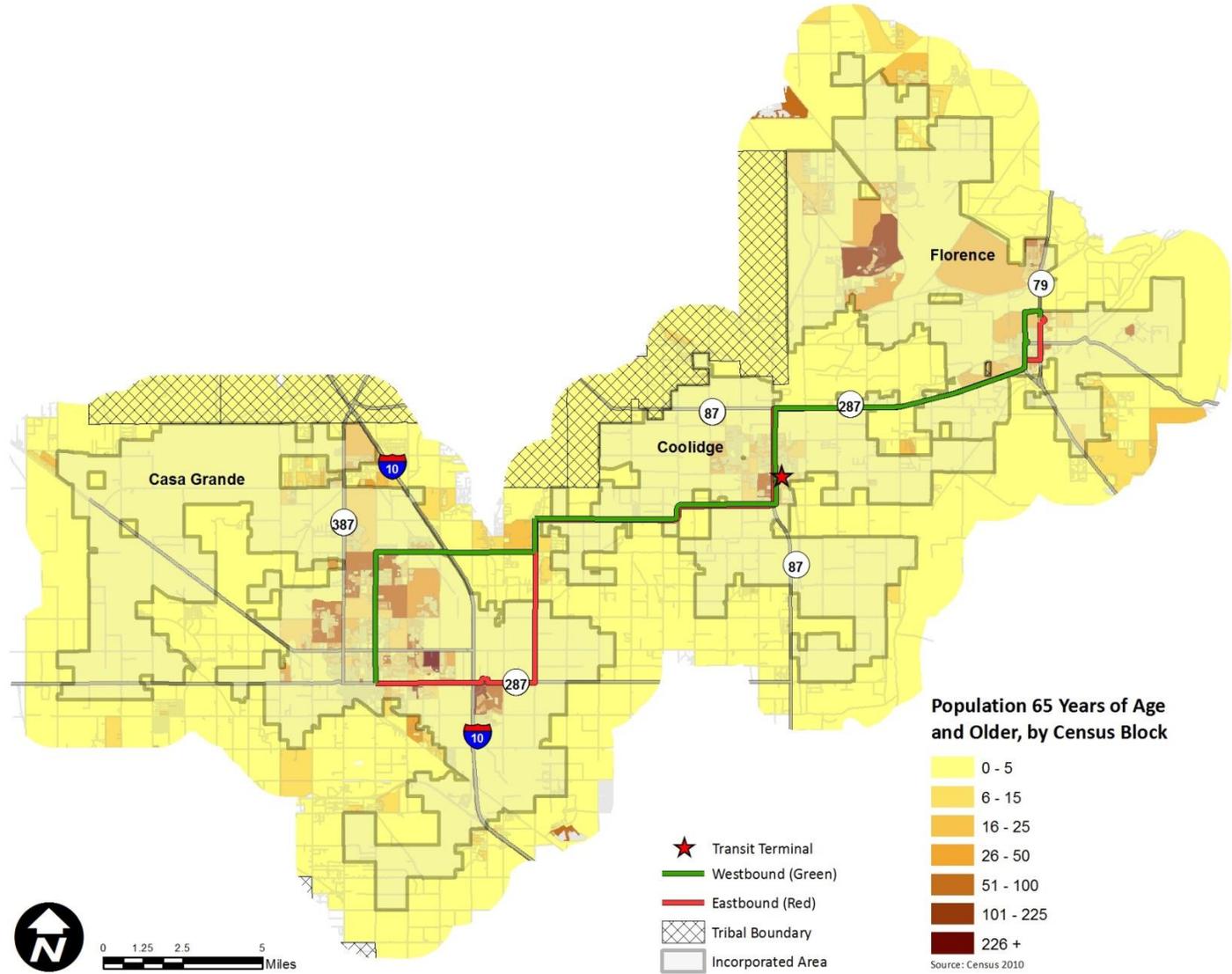


Exhibit 4-3: Youth Population - CART

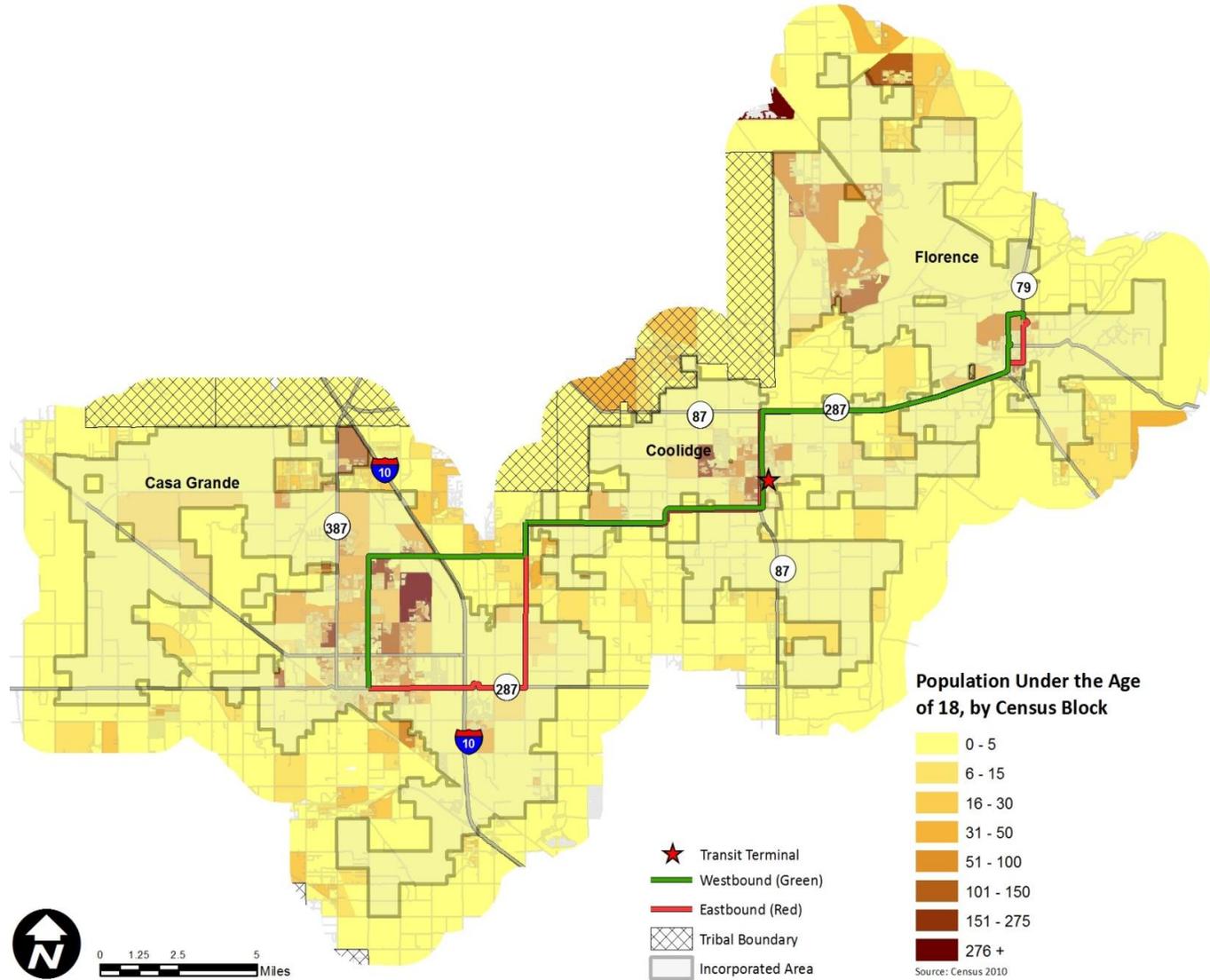


Exhibit 4-4: Incidence of Poverty - CART

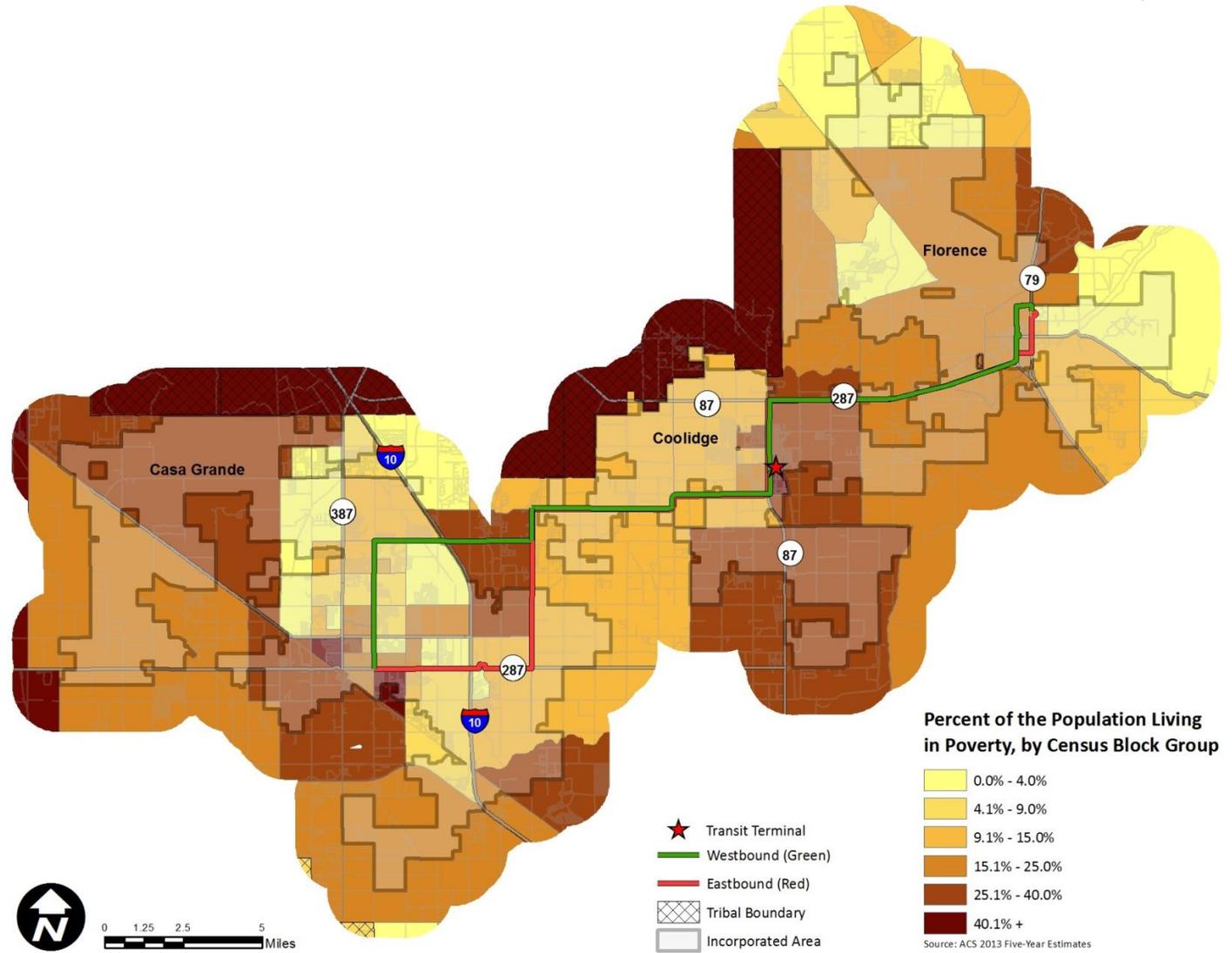


Exhibit 4-5: Population without Access to a Vehicle - CART

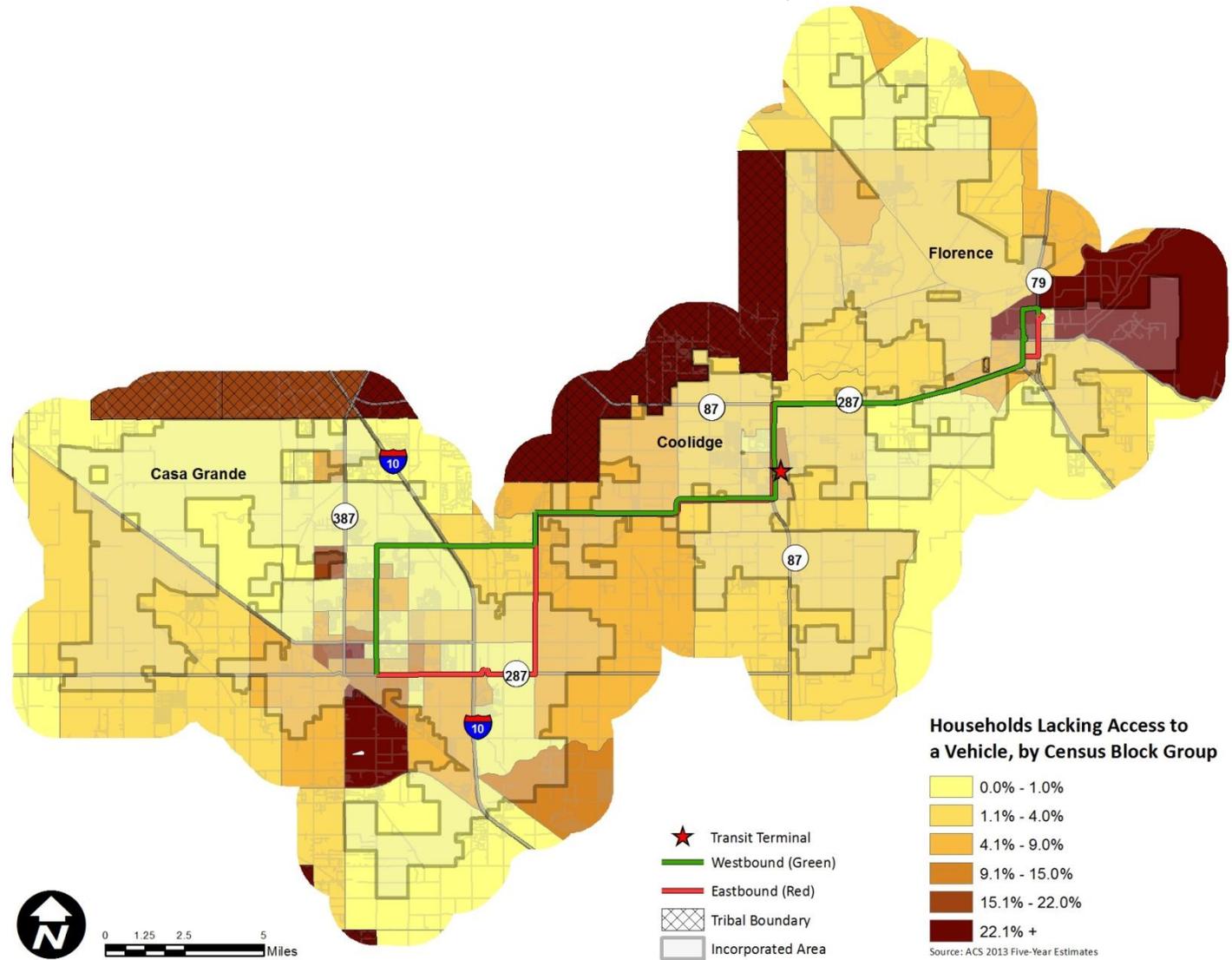
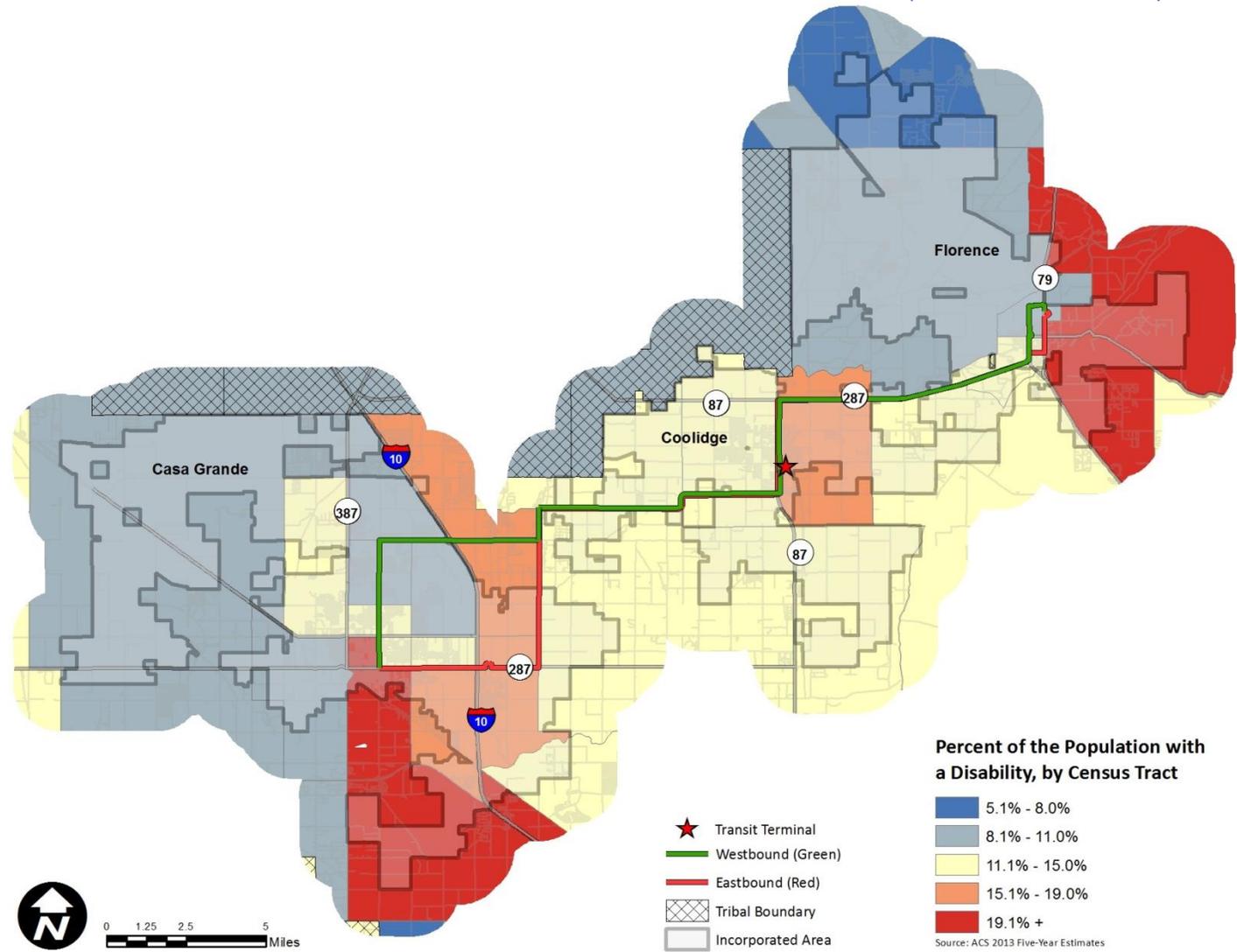


Exhibit 4-6: Population with a Disability - CART



## Current Operations

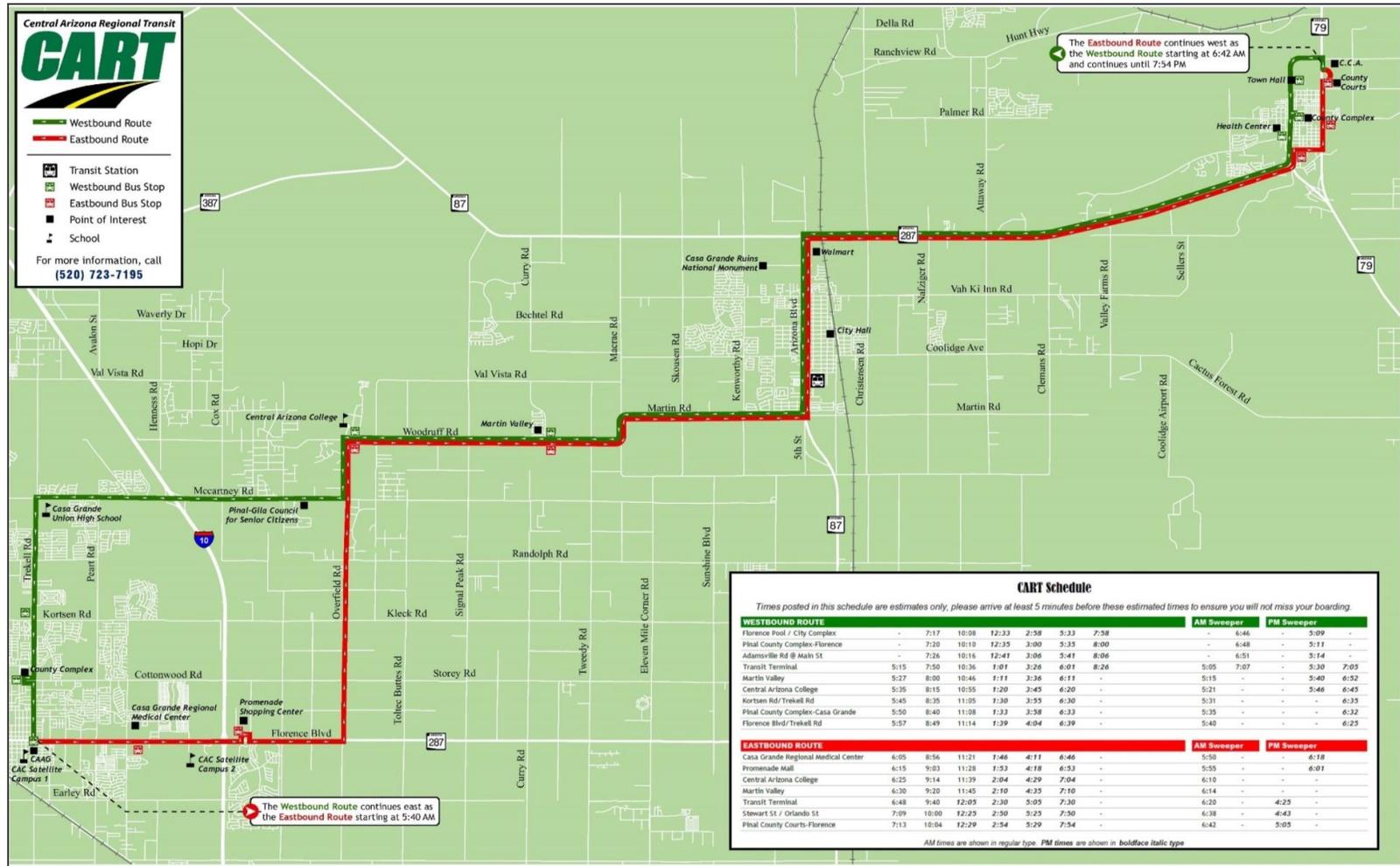
CART is operated by the City of Coolidge, under the oversight of the CART Board, which is comprised of representatives from the City of Coolidge, Pinal County, Town of Florence, and Central Arizona College. Although not a voting member, ADOT participates in Board activities as an ex officio member. In early 2016, the City of Coolidge created a Transit Advisory Committee, responsible for advising the CART Board on matters involving transit service delivery.

### Fixed Routes

CART is a fixed-route service, accessible to persons with disabilities. All vehicles are wheelchair accessible. A route map showing bus stops is provided in Exhibit 4-7. Both the eastbound route and the westbound routes serve employment, government, retail, and school activity centers in Florence, Coolidge, Pinal County, and Casa Grande. The routes serve the Central Arizona College main campus at 8470 North Overfield Road and the Casa Grande Center Campus at 1015 E. Florence Boulevard. It is important to note that CART also acts as a flag-stop service, providing transit service to patrons along each of the two transit routes.

A transfer point between the CART system and the Cotton Express is located at the Coolidge Transit Center.

Exhibit 4-7: CART Routes and Schedule



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#### Fares

The fixed-route fares are shown in Exhibit 4-8. Discounts are available for children and students with a valid school identification card. CART and Cotton Express tickets are not interchangeable; however, persons can purchase daily or monthly passes to ride both the CART and Cotton Express transit systems. These passes allow a rider to use the CART service as many times per day (daily pass) or per month (monthly pass) as needed. Daily and Monthly passes can only be purchased at the Coolidge Transit Terminal. The monthly pass is a card that is shown to the bus driver. Those persons living in Coolidge needing to use Cotton Express to access CART services are able to ride for free to and from the Transit Terminal.

[Exhibit 4-8: CART Fare Structure](#)

Children 12 and under or CAC Students	\$1.00	\$2.00	\$30.00	\$3.00	\$60.00
Adult 13-54	\$2.00	\$4.00	\$60.00	\$6.00	\$90.00
Senior (55 & Older/ Disabled	\$2.00	\$4.00	\$60.00	\$6.00	\$90.00

Source: CART

#### Service Hours and Schedule

CART is a regional service that operates a complete loop every 2.5 hours. The CART fixed-route service operates from 5:05 a.m. to 8:26 p.m. Monday through Friday. The CART schedule is shown in Exhibit 4-7. During the AM and PM peak periods, more frequent commuter service is provided by the AM Sweeper and PM Sweeper, as shown in the schedule.

#### Bus Stops and Shelters

Bus stops are signed with the exception of the bus shelter located at the Pinal County Superior Courts building in Florence. The shelter is owned and maintained by Pinal County.

#### Vehicle Fleet and Maintenance

Exhibit 4-9 presents information on the vehicle fleet used for the CART bus service. One 32-passenger bus is used on the Eastbound and Westbound routes, and another 32-passenger bus is used during peak hours on the Sweeper route. Another 30-passenger bus is used as a spare vehicle for the service. All vehicle maintenance is provided in-house by the City of Coolidge.

Exhibit 4-9: CART Fleet

International	2014	32	Diesel	2	Yes	150,674	Good/ in-service	Fixed- route service
International	2014	32	Diesel	2	Yes	137,602	Good/ in-service	Fixed- route service
Chevrolet	2008	30	Diesel	2	Yes	249,192	Good/ in-service	Back-up vehicle

Source: City of Coolidge

**Governance and Organization**

An Intergovernmental Agreement (IGA) between the City of Coolidge, Town of Florence, Pinal County, and Central Arizona College provides the local matching fund commitment in order to obtain Federal funds. The IGA describes the commitments that each organization makes to the transit system. In addition to providing a share of funding to the system, Florence, Pinal County, and Central Arizona College agree to provide Coolidge with the use of facilities required to provide the transportation services and that adjustments to routing and stop structure will be mutually agreed upon.

The IGA was for an initial term of one year and has been automatically renewed for a period of four additional years, through September 30, 2016. An amendment to the original IGA of June 2011 was issued in June 2012 to reflect the name of the transit service changing from the Pinal Central Xpress to CART.

In early 2016, the City of Coolidge created a Transit Advisory Committee, that is responsible for advising the CART Board on matters involving transit service delivery.

**Staffing**

The CART service is provided from 5:15 a.m. to 8:30 p.m., Monday to Friday, except designated holidays. On a daily basis this translates to 19.25 revenue hours. In addition to its fixed-route service, CART operates a daily Sweeper route that runs two hours in the morning and two hours in the evening to service the additional peak-period demand.

CART fixed-route service is operated by five drivers generally working 3.5-hour weekday shifts on a rotating basis. The CART Sweeper service is operated by two drivers, each working three-hour weekday shifts.

**Evaluation and Promotion**

Transit personnel are City of Coolidge employees and subject to the City's performance evaluation procedures. The City of Coolidge guidelines are followed when hiring or promoting transit personnel.

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#### Complementary ADA Component

All transit vehicles are wheelchair accessible and operated in accordance with the ADA. As an inter-city service, CART is not required to provide complementary paratransit service.

#### Service and System Evaluation

The service and system evaluation of CART provides a basis for evaluating system performance through quantifiable indicators. The goals of this evaluation include an objective assessment of current transit operations, identification of areas for improvement and enhancement, and foundation for service enhancement recommendations.

For the purpose of evaluating transportation services, performance goals and metrics were established to assess overall efficiency and areas of potential improvement. The following section will detail CART's performance across three fiscal years (FY 2012/2013 through FY 2014/2015). Performance measures evaluated are summarized in Exhibit 4-10.

Exhibit 4-10: CART Performance

Performance Measures	FY 2012/2013	FY 2013/2014	FY 2014/2015
Operating Cost	\$206,608	\$297,444	\$331,846
<i>Annual Change</i>		44.0%	11.6%
Fare Revenue	\$43,269	\$42,851	\$38,992
<i>Annual Change</i>		-1.0%	-9.0%
Vehicle Service Hours (VSH)	4,530	4,788	4,902
<i>Annual Change</i>		5.7%	2.4%
Vehicle Service Miles (VSM)	137,636	146,141	138,725
<i>Annual Change</i>		6.2%	-5.1%
Ridership	24,045	26,224	29,312
<i>Annual Change</i>		9.1%	11.8%
<b>Performance Metric</b>			
Operating Cost/VSH	\$45.61	\$62.12	\$67.70
<i>Annual Change</i>		36.2%	9.0%
Operating Cost/VSM	\$1.50	\$2.04	\$2.39
<i>Annual Change</i>		35.6%	17.5%
Operating Cost/Passenger	\$8.59	\$11.34	\$11.32
<i>Annual Change</i>		32.0%	-0.2%
Passengers/VSH	5.31	5.48	5.98
<i>Annual Change</i>		3.2%	9.2%
Passengers/VSM	0.17	0.18	0.21
<i>Annual Change</i>		2.7%	17.8%
Fare/Passenger	\$1.80	\$1.63	\$1.33
<i>Annual Change</i>		-9.2%	-18.6%
Farebox Recovery	17.3%	12.6%	12.3%
<i>Annual Change</i>		-27.3%	-2.5%
VSM/VSH	30.38	30.52	28.30
<i>Annual Change</i>		0.5%	-7.3%

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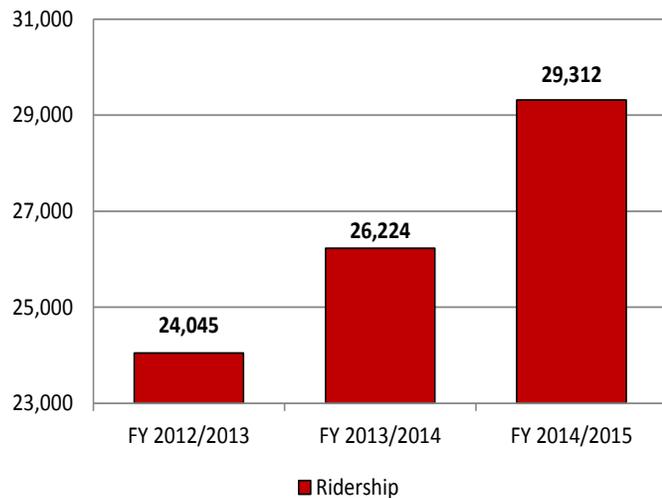
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#### Ridership

CART ridership has experienced an increase over three fiscal years to a peak of 29,312 in FY 2014/2015. This represents an increase in ridership of 21.9 percent from FY 2012/2013 (See Exhibit 4-11).

Exhibit 4-11: CART Annual Ridership

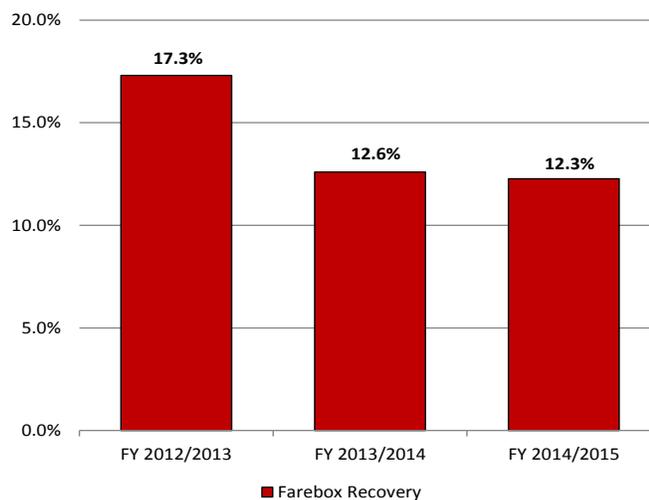


#### Farebox Recovery

Farebox Recovery Ratio calculates the percentage of operating cost realized through payment of passenger fares. It is the most common measure of public subsidy of a transit service. Exhibit 4-12 indicates an overall decrease of 29.1 percent in farebox recovery for CART between FY 2012/2013 and FY 2014/2015.

A cornerstone strategy for improving farebox recovery is to increase ridership while maintaining or reducing operating costs. A discussion of tactics to improve farebox recovery is included in the Service Recommendations chapter.

Exhibit 4-12: CART Farebox Recovery

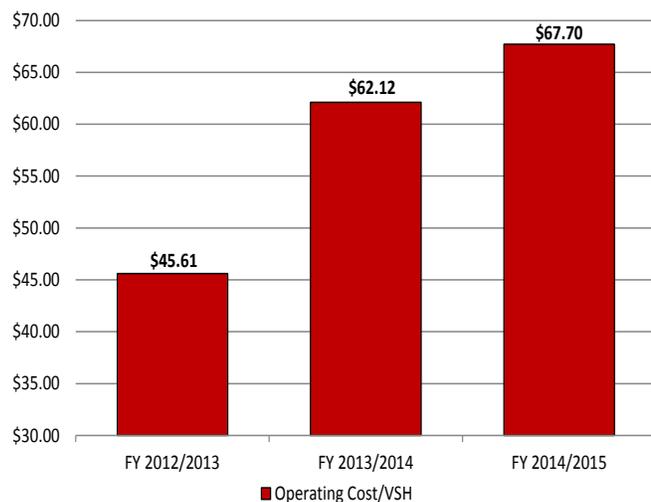


#### Operating Cost/VSH

This metric calculates service efficiency, reflective of the total cost to provide a single hour of revenue service. The CART Cost/VSH increased 48.4 percent across the three most recent fiscal years. The biggest jump in cost/vehicle service hour mainly occurred between FY 2012/2013 and FY 2013/2014 (See Exhibit 4-13).

Factors having the most impact on operating costs in a small rural transit system include local road network configuration, fuel and maintenance costs, and travel distance (route length). Also of consideration when evaluating operating cost is the number of revenue hours spent delivering services to the community. Providing the optimal level of service, meaning, reducing the revenue hours of under-performing services while increasing ridership (via targeted marketing), could improve this and other performance metrics.

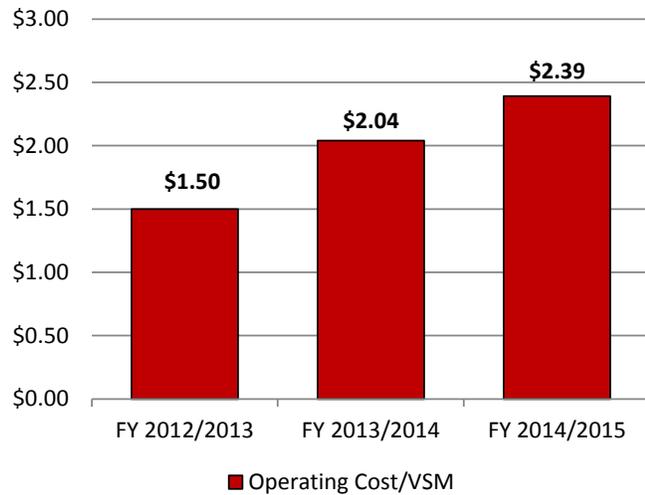
Exhibit 4-13: CART Operating Cost/VSH



#### Operating Cost/VSM

Exhibit 4-14 illustrates a gradual increase in CART operating cost/vehicle service mile across three fiscal years. Cost per mile has increased 59.3 percent since FY 2012/2013. The increase in cost/mile can be attributed to higher than normal cost increases for senior driver and dispatch, fringe benefits, fuel costs, vehicle maintenance, and vehicle insurance in FY 2013/2014.

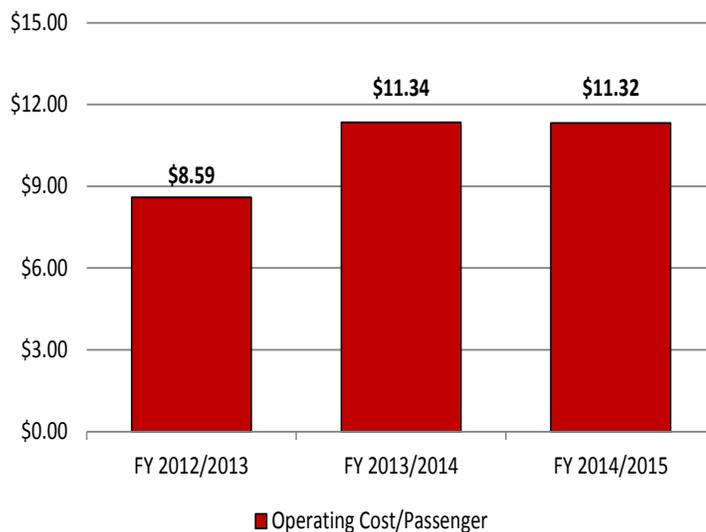
Exhibit 4-14: CART Operating Cost/VSM



**Operating Cost/Passenger**

Another measure of cost-effectiveness, Operating Cost/Passenger, tracks the amount the City expends for a single unlinked passenger trip. Exhibit 4-15 presents cost/passenger for CART. In FY 2012/2013 the cost to transport a single patron was \$8.59, increasing 31.8 percent to \$11.32/passenger in FY 2014/2015.

Exhibit 4-15: CART Operating Cost/Passenger

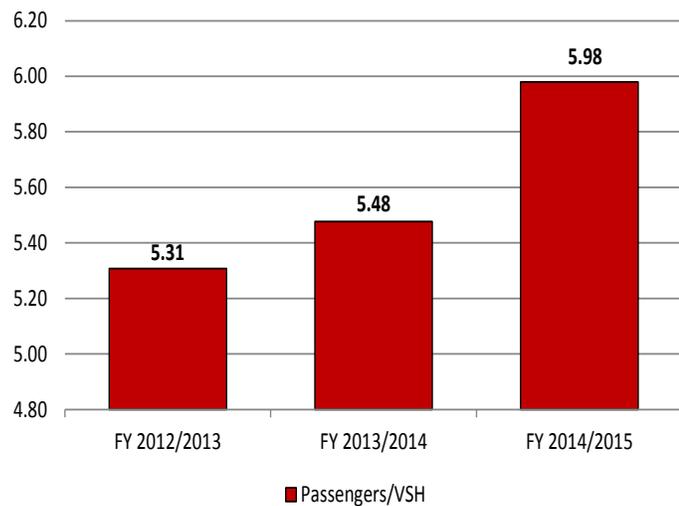


#### Passengers/VSH

Passengers/VSH calculates the productivity level and efficiency of a transit service during revenue-hours. This metric quantifies the number of rides provided during each revenue or service hour.

Exhibit 4-16 presents CART services over three fiscal years performed well in terms of this metric, posting increases each year, and an overall increase of 12.7 percent over the three-year period.

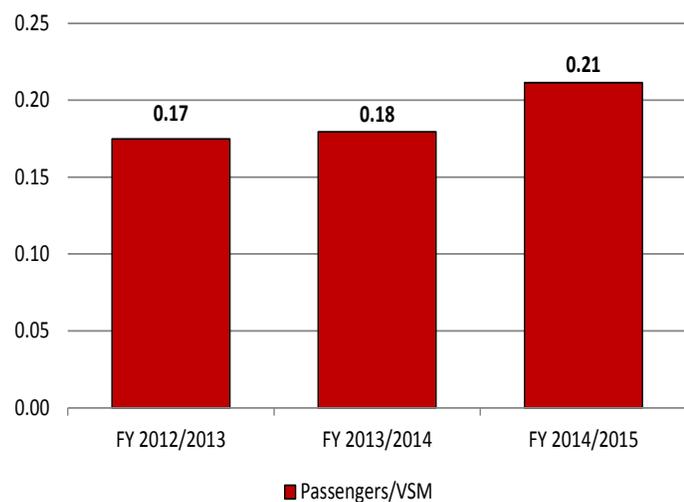
Exhibit 4-16: CART Passengers/VSH



#### Passenger/VSM

Passengers/VSM for CART revealed an increase between FY 2012/2013 and FY 2014/2015. Passengers per vehicle mile rose from 0.17 in FY 2012/2013 to 0.21 in FY 2014/2015 (See Exhibit 4-17).

Exhibit 4-17: CART Passengers/VSM



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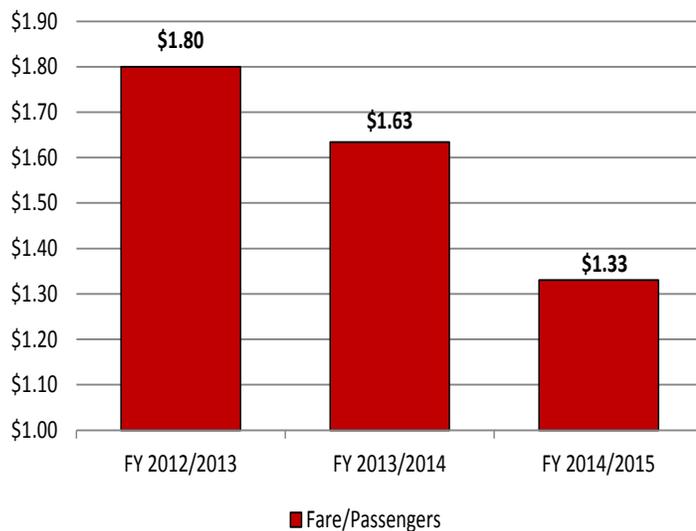
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#### Fare/Passenger

This metric calculates the average fare paid for each unlinked trip. A review of Cotton Express fare/passenger shows a 32.9 percent decrease, or 28 cents across the evaluation period, falling to 58 cents in FY 2014/2015 (Exhibit 4-18).

A review of CART fare/passenger reveals a 32.1 percent decrease over three fiscal years of 47 cents. This decline can be attributed to a decrease in fare revenue combined with an increase in ridership over time.

Exhibit 4-18: CART Fare/Passenger



#### Ride Check

A ride check was conducted in November/December 2015. The ride check included a tally of all boarding and alighting activity as well as an assessment of on-time performance typical of a weekday. The ride check was conducted concurrent with the onboard survey.

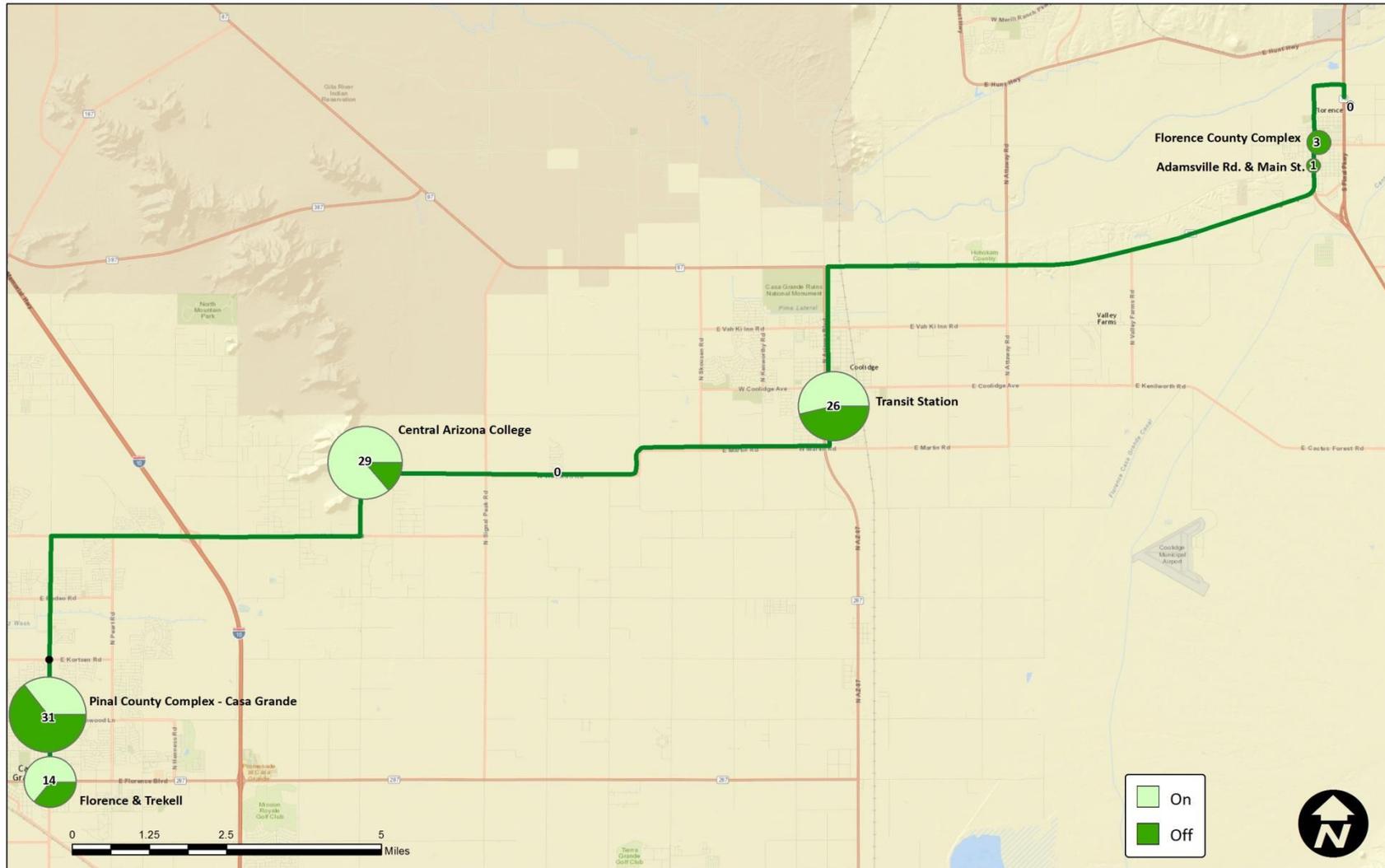
#### Westbound Route

##### Boarding and Alighting

The Westbound route originates in Florence with three designated stops, heading westbound along Highway 287; stopping at the transit center in Coolidge, with stops in Martin Valley, Central Arizona College, and Casa Grande.

Exhibit 4-19 illustrates boarding and alighting activity by stop for the westbound route. The Pinal County/Complex Casa Grande garnered 29 percent of total boarding and alighting activity, followed by Central Arizona College (27.1 percent), the Coolidge Transit Terminal (24.3 percent), and Florence Boulevard and Trell Road (13.1 percent).

Exhibit 4-19: CART – Westbound Boarding & Alighting Activity



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#### On-Time Performance

A review of on-time performance (Exhibit 4-20) reveals 77.1 percent of all observed westbound trips operated on-time, with AM peak period trips performing on-time at a higher rate (81.8 percent) than PM peak period trips (69.6 percent). On-time is defined as operating within one minute before and up to five minutes after the published schedule. It is worth noting that early arrivals/departures (14.3 percent) accounted for the most performance issues versus late arrivals/departures (8.6 percent).

Exhibit 4-20: On-Time Performance: Westbound

By Time Period	On-Time Performance		
	% Early	% On-Time	% Late
AM Service (5:00 - 9:30)	13.6%	81.8%	4.5%
Midday (9:30 - 15:30)	4.0%	80.0%	16.0%
PM Service (15:30 - 20:00)	26.1%	69.6%	4.3%
<b>Route Average</b>	<b>14.3%</b>	<b>77.1%</b>	<b>8.6%</b>

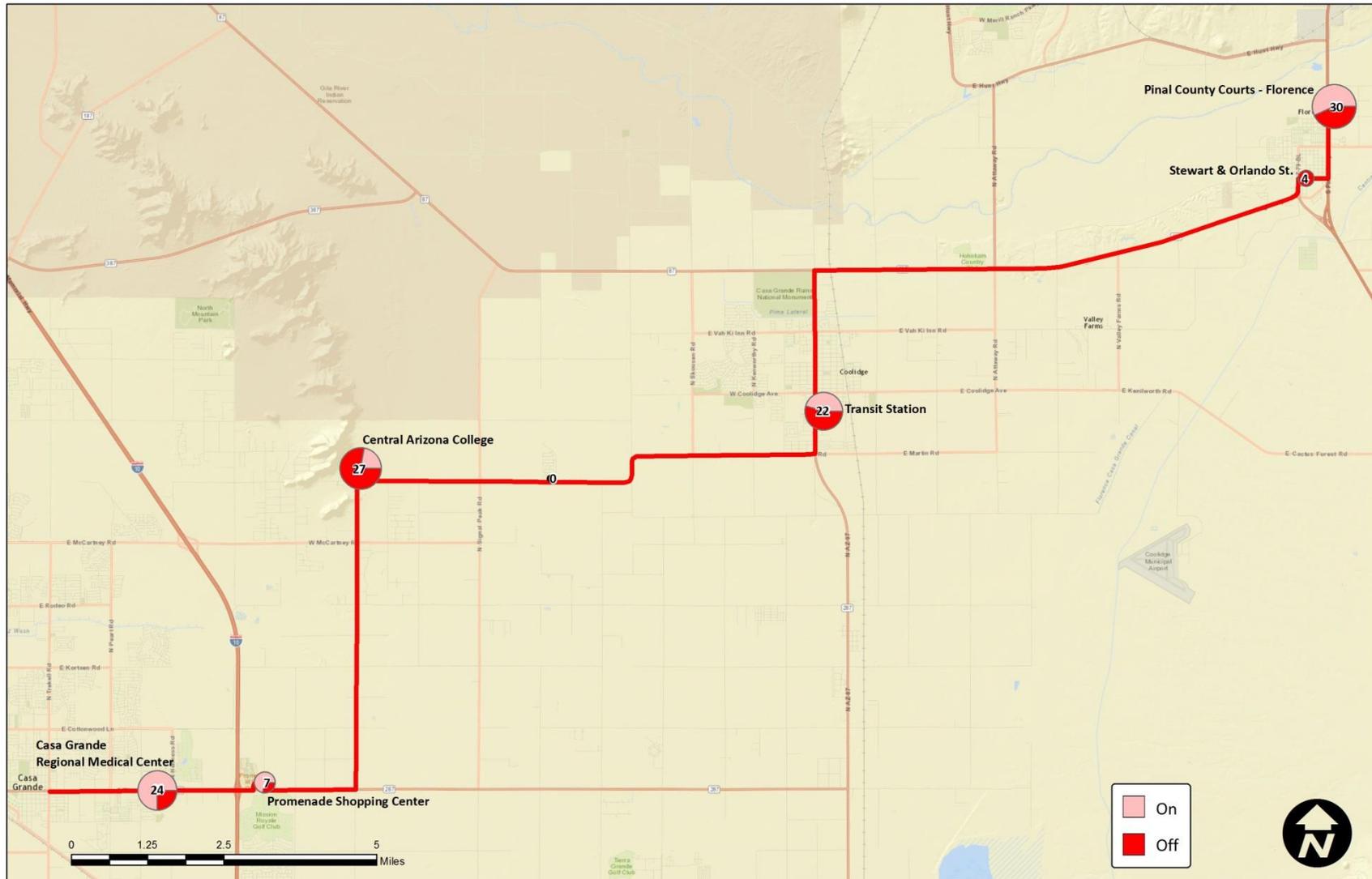
#### Eastbound Route

##### Boarding and Alighting

The Eastbound route originates in Casa Grande with two designated stops (Casa Grande Regional Medical Center and Promenade Shopping Center), heading north along North Overfield Road to Central Arizona College, before heading east along Woodruff Lane with stops in Martin Valley and the Coolidge Transit Terminal. The route ends with two stops in Florence.

Exhibit 4-21 illustrates boarding and alighting activity by stop for the Eastbound route. Pinal County Courts/Florence garnered 26.3 percent of total Boarding & Alighting activity, followed by Central Arizona College with 24 percent, Casa Grande Regional Medical Center (21.1 percent), and the Coolidge Transit Terminal (19.3 percent).

Exhibit 4-21: CART – Eastbound Boarding & Alighting Activity



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#### On-Time Performance

Exhibit 4-22 reveals 75.9 percent of all observed eastbound trips ran on-time; with AM peak period trips performing on time at a higher rate (90.5 percent) than midday period trips (50 percent). Interestingly, late arrivals/departures (14.8 percent) accounted for more performance issues than early arrivals/departures (9.3 percent).

Exhibit 4-22: On Time Performance: Eastbound

By Time Period	On-Time Performance		
	% Early	% On-Time	% Late
AM Service (5:00 - 9:30)	9.5%	90.5%	0.0%
Midday (9:30 - 15:30)	0.0%	50.0%	50.0%
PM Service (15:30 - 20:00)	15.8%	78.9%	5.3%
<b>Route Average</b>	<b>9.3%</b>	<b>75.9%</b>	<b>14.8%</b>

## CART Recommendations

The following recommendations were developed based on a detailed review of routes, operations, and public input. The recommendations were developed in two phases:

- Phase 1: 12 to 18 month
- Phase 2: 18 to 60 months

A summary of the recommendations is provided in Exhibit 4-23. A discussion of these recommendations is provided as follows:

## Administrative Recommendations

### Evaluate Fare Policy and Discounted Fares / Eligibility

The current economy and political climate makes it difficult to anticipate the acceptability of a fare increase. Currently fares are reasonable as compared to many fixed-route systems and were noted as being excellent or good by 95 percent of survey respondents. Fares could be increased for all services or for selected groups of riders (e.g. regular fare customers). Revenues from increases in fares can be offset by a decrease in ridership. Recent data has indicated that a 10 percent fare increase can potentially increase revenue five to eight percent over the short run and one to four percent over the long run<sup>6</sup>. Commonly accepted fare elasticity predicts a 1.8 percent decline in ridership for each five percent increase in fare<sup>7</sup>.

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<sup>6</sup> Litman, Todd, Local Funding Options for Public Transportation, 2015, page 11

<sup>7</sup> Litman, T, Transit Price Elasticities and cross Elasticities. Victoria Transport Policy Institute, 2012.

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Exhibit 4-23: CART Recommendations

Category	Recommendation	Catalyst
<b>Phase 1</b>		
Administrative	Improve performance monitoring, data collection.	Consultant recommendation
Administrative	Evaluate Fare Policy and Discounted Fares/ Eligibility.	Consultant recommendation
Administrative	Renew IGA (expires Fall 2016).	Expiration of Agreement
Administrative	Invite Casa Grande to Join IGA.	Community input
Administrative/Operational	Promote connectivity (schedule coordination, fares, transfers).	Consultant recommendation
Operational	Increase service frequency along trunk lines (Florence to Coolidge and Coolidge to Central Arizona College).	Community input
Operational	Implement local circulator in Florence.	Community input
Operational	Extend service to Florence Gardens and Florence Anthem Hospital three times/day.	Community input
Operational	Introduce 6-month demonstration service to Eleven Mile Corner Road, three days/week.	Community input
Operational	Increase marketing/public engagement/social media presence.	Community input
<b>Phase 2</b>		
Administrative	Invite Eloy to join IGA.	Community input
Administrative	Evaluate potential impact of Transportation Impact Fee/Developer Fee.	Consultant recommendation
Administrative	Invite Gila River Indian Community to join IGA.	Community input
Administrative	Develop "incentive program" for fixed-route use with local businesses and chambers of commerce.	Community input
Administrative	Implement fare increase.	Consultant recommendation
Operational	Revise service plan re: CASA Grande: Limit service to single connecting point? Expand the Casa Grande Loop? Dependent upon outcome of upcoming Casa Grande Transit Study.	Community input
Operational	Introduce trial weekend service.	Community input

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Category	Recommendation	Catalyst
Capital	Procure additional vehicles for service expansion.	Based on recommendations regarding new service/expanded frequency
Capital	Incremental installation of bus stop amenities (such as bus shelters).	Consultant recommendation
Administrative	Conduct study analyzing transit gap between Sacaton/Blackwater and Coolidge.	Community input
Administrative	Revise/expand mission to include sub-region mobility (i.e., vanpools, taxi vouchers- supplement for/to local service.	Community input
Operational	Extend Florence circulator to San Tan Valley (especially CAC campus).	Community input
Operational	Expand service to Sacaton/Blackwater.	Based on recommendations arising from Phase 3 transportation gap study
Operational	Expand service to Arizona City.	Community input
Operational	Expand service to Eloy.	Community input

### Renew IGA and Invite New Members

An Intergovernmental Agreement (IGA) between the City of Coolidge, Town of Florence, Pinal County, and Central Arizona College provides the local matching fund commitment in order to obtain Federal funds. The IGA describes the commitments that each organization makes to the transit system. In addition to providing a share of funding to the system, Florence, Pinal County, and Central Arizona College agree to provide Coolidge with the facilities required to provide the transportation services and that adjustments to routing and stop structure will be mutually agreed upon.

With the current IGA expiring in September 2016, the City of Coolidge is in the process of renewing the current IGA unchanged. In the future, as new members join the IGA, the IGA will be revised. Recommendations for new members are:

- City of Casa Grande,
- City of Eloy, and
- Gila River Indian Community.

#### Promote Connectivity

Three ways to promote better connectivity between CART and Cotton Express services are:

- Schedule coordination – coordinate arrival and departure times at the Coolidge transit terminal to assist in transferring from one system to another.
- Transfers – provide free transfers between the two systems
- Provide schedules for both services in all vehicles.

#### Evaluate Potential Impact of Transportation Impact Fee/Developer Fee

An impact fee is a payment required by a local government of a new development for the purpose of providing new or expanded public capital facilities needed to serve that development. For example, the burden on the transit system created by a new commercial development is offset through the payment of an impact fee used to improve the transit system. Further study is needed to determine the political acceptability of an impact fee, and the potential effect on new development.

#### Develop Incentive Program for Fixed-Route Use with Local Businesses/Chamber of Commerce

Encouraging employees to take the bus is a win – win for the transit system and employees, who save driving costs, saves fuel, and provides a more relaxing way to go to work. One way to encourage participation of employees is for employers to offer bulk purchases of discounted bus passes. A suggestion during the stakeholder outreach was to code the bus passes so it is possible to see what organizations are using them. Another way to encourage the use of bus passes is to sell them at the Chambers of Commerce in Coolidge and Florence as well as at Central Arizona College.

#### Conduct Transit Study of Blackwater/Coolidge Service

Discussions with representatives of the Gila River Indian Community (GRIC) indicated that there may be potential interest in the development of a transit service between the Blackwater District and Coolidge, particularly for shopping. The Blackwater District is the most eastern of the seven GRIC Districts and it is home to approximately 1,000 residents. The eastern boundary of the Blackwater District is adjacent to the town of Florence, while the southern boundary is adjacent to the city of Coolidge.

Further study is needed to determine if specific levels of demand, costs, and potential coordination with the Gila River Transit System, which has recently begun service in the Sacaton area and at the west end of the GRIC Reservation, are sufficient to introduce a new service.

#### Revise/Expand Mission to Include Sub-Regional Mobility

CART has been an active participant in the Gila-Pinal Rides Committee, which through the auspices of Central Arizona Governments, holds bimonthly meetings that are used as a forum to coordinate on transit needs, gaps in service, and discuss common challenges faced throughout the region. A suggestion during the stakeholder outreach was to consider expanding CART's mission to include sub-regional mobility, such as taxi vouchers or vanpools, to supplement local transit. This might be an option if fixed-route service to a particular area is not feasible.

## Operational Recommendations

### Phase 1 Operational Improvements

After analyzing the findings from community input and field observations, the project team developed a series of phased operational improvements. An overview of the service route recommendations is provided in Exhibit 4-24. Operating costs were estimated by using the most current CART Operating Cost per Vehicle Service Hour (\$67.70).

Phase 1 operational improvements can be summarized as follows:

- Extended coverage in Florence and to Florence Gardens, Florence Anthem Hospital, and Eleven Mile Corner Road.
- More frequent service along all segments.

Recommendations will require no less than three vehicles, which assumes:

- One vehicle to provide service on the Central Arizona College to Florence trunk line (shown in red on Exhibit 4-25).
- One vehicle to provide service on the Casa Grande loop (shown in blue on Exhibit 3-25). The route is the same as the route being used today, but would be served more frequently.
- One vehicle to provide service on the Florence, Florence Gardens, and Florence Anthem Hospital Loop (shown in green on Exhibit 4-25). It is assumed that the Florence Gardens and Florence Anthem service would be provided three times a day on a trial basis.

One vehicle would also be needed on a limited basis (three times a week for three months, four hours per day) to serve the Eleven Mile Corner Road area. We propose contracting service to Cotton Express, thereby eliminating the need for an additional CART vehicle.

Exhibit 4-24: Operating Characteristics for Phase 1 Improvements

	Service Frequency (minutes)	Service Span	Current Number of Trips	Proposed Number of Trips	Daily VSH	Daily VSM	Daily Operating Cost ^	Annualized Cost*
Central Arizona College to Florence return	90	5:00 am to 8:00 pm	6	10	15	380	\$1,016	\$258,953
Florence Loop	25	7:00 am to 7:00 pm	8	12	5	79.2	\$339	\$86,318
with Florence Gardens/Florence Anthem Hospital Extension	65	3.25 Hours/day	N/A	3	3.25	60	\$220	\$56,106
Casa Grande Loop	45	5:00 am to 8:00 pm	8	10	7.5	200	\$508	\$129,476
Eleven Mile Corner Extension**	30	1.5 Hours/day	N/A	3	1.5	60	\$102	\$3,917
^Calculated using Cost/VSH (\$67.70 - FY2015).								
*Cost estimates assume 255 annual service days.								
**Cost estimate assumes three-days/week service for 90-day period.								



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#### Phase 2 Operational Improvements

An overview of the Phase 2 operational improvement is shown in Table 4-26. Key features of Phase 2 are:

- Extend service to the Blackwater, Sacaton, Arizona City, Eloy and San Tan Valley areas.

Recommendations will require no less than four vehicles, which assumes:

- One vehicle to provide service on the Central Arizona College to Florence trunk line.
- One vehicle to provide service on the Casa Grande loop, with service to Arizona City and Eloy no more than three times per day.
- One to two vehicles to provide service on to Florence, Florence Gardens, Florence Anthem Hospital, and San Tan Valley. It is assumed that the Florence Anthem and San Tan Valley service would be provided three times a day on a trial basis.

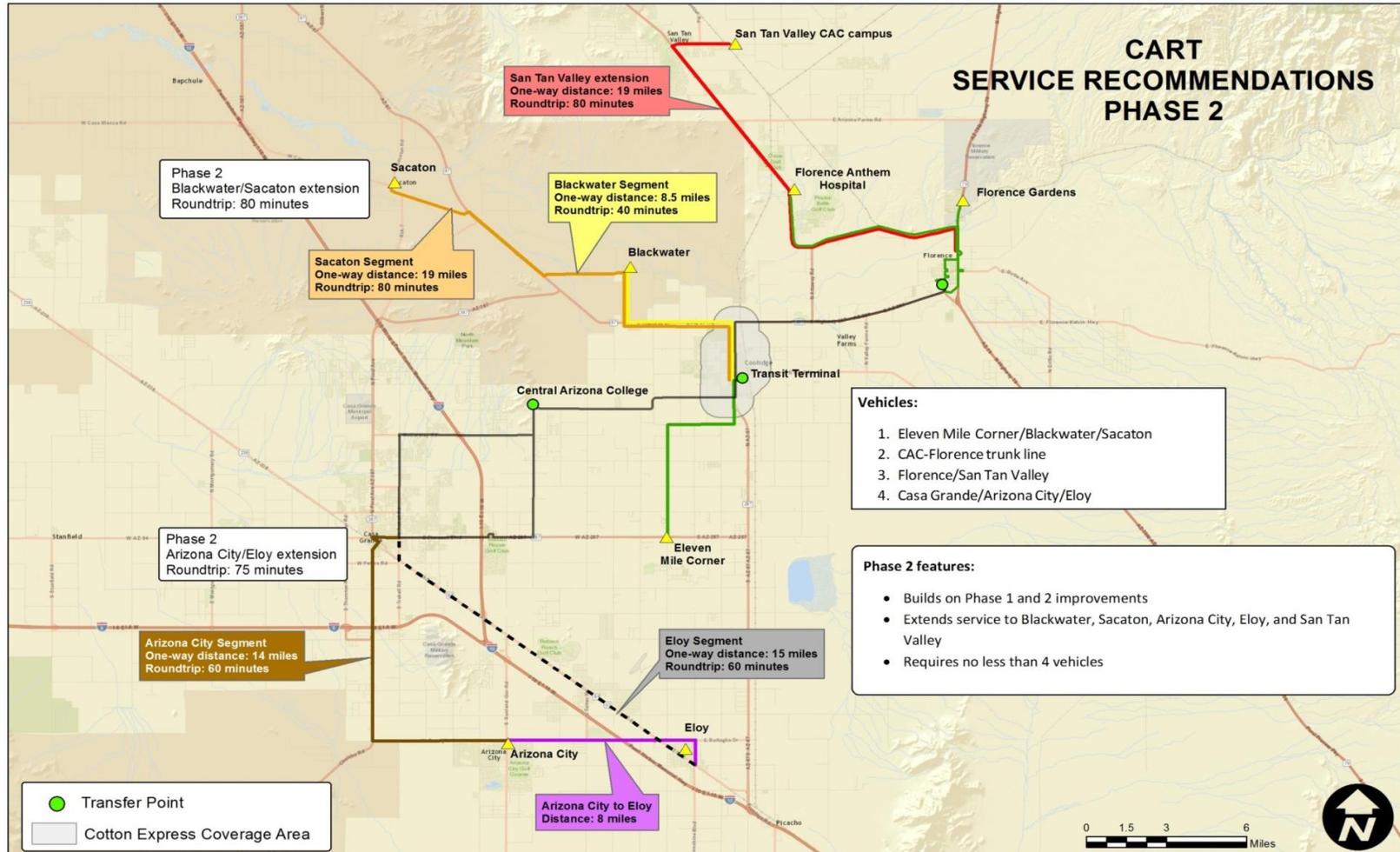
One vehicle would also be needed on a limited basis (alternating days) to serve the Eleven Mile Corner Road area and Sacaton/Blackwater. We propose contracting service to Cotton Express, thereby eliminating the need for an additional CART vehicle.

An overview of the service route recommendations is provided in Exhibit 4-26, and is shown graphically in Exhibit 4-27. The length of the routes were estimated using GIS measurements. As in Phase 1, operating costs were estimated by using the most current CART Operating Cost per Vehicle Service Hour (\$67.70).

Exhibit 4-26: Operating Characteristics for Phase 2 Improvements

Route	Service Frequency (minutes)	Service Span	Proposed Number of Trips	Daily VSH	Daily VSM	Daily Operating Cost ^	Annualized Cost*
Eloy extension	60	3 Hours/day	3	3	90	\$203	\$51,790.50
Arizona City extension	60	3 Hours/day	3	3	84	\$203	\$51,790.50
Arizona City / Eloy Extension	75	3.75 Hours/day	3	3.75	111	\$254	\$64,738.13
Blackwater Segment**	40	2 Hours/day	3	2	51	\$135	\$21,122.40
Blackwater/Sacaton Extension**	80	4 Hours/day	3	4	108	\$271	\$42,244.80
San Tan Valley Extension (also includes Florence/Gardens/Anthem Hospital)	80	4 Hours/day	3	4	57	\$271	\$69,054.00
^Calculated using Cost/VSH (\$67.70 - FY2015).							
*Cost estimates assume 255 annual service days.							
**Cost estimates assumes three-days/week.							

Exhibit 4-27: CART Service Recommendations for Phase 3



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#### Introduce Saturday Service on a Trial Basis

Saturday service was a request arising from public outreach conducted in support of the Plan. It is recommended that a trial of Saturday service be conducted for a three-month period. The trial service should be well publicized through the local newspapers, CART website; other social media; Chamber of Commerce; Walmart; Safeway; CAC; and Florence, Coolidge, and Pinal County offices. Radio spots could also announce the service. Promotions should be conducted and timed to the start of the service, such as giveaways of a limited number of free bus passes to try the Saturday service. This is an opportunity to promote the bus service as well as the Saturday service trial.

Based on the current Cost/VSH, which is \$67.70, Saturday service for a three-month period (using one vehicle to provide two round-trips per day) is estimated to cost \$4,875.00.

$$12 \text{ Saturdays} * 6 \text{ hours (assume it will run 9 a.m. to 3 p.m.)} * \$67.70 = \mathbf{\$4,875.00}$$

#### Increase Marketing/Public Engagements/Social Media Presence

Marketing recommendations are discussed in Chapter 5.

#### Potentially adjust service to Casa Grande

Casa Grande will be conducting its own transit study in 2016. Casa Grande is defined as an urban area based on the most recent US Census data, which makes it eligible for Section 5307 funding (rather than Section 5311, which is what CART currently receives). Depending on the outcome of the study, CART service to Casa Grande may change to include a single connecting point, an expanded loop, or other options.

## Capital Recommendations

#### Bus Stop Amenities

As mentioned previously, transit amenities at existing stop locations help promote safety and comfort as well as provide the opportunity to inform the public about the route and schedule and build awareness of the system. The transit survey noted this as an area of improvement for both the CART and Cotton Express services.

Signed bus stops and bus shelters can play a key role in the success of the transit program. All bus stops should be signed and provided with service information.

In Phase 2 of the plan, bus shelters should be incrementally installed at the busiest bus stop locations. Bus shelters provide rider safety and comfort, particularly in the summer months, and can also generate advertising revenue. Bus shelters should include benches and trash receptacles.

#### Vehicle Replacement

Currently the CART operates one 32-passenger bus which is used on the Eastbound and Westbound routes, and another 32-passenger bus which is used during peak hours on the Sweeper route. Another 30-passenger bus is used as a spare vehicle for the service. A vehicle replacement strategy is summarized in Exhibit 4-28. According to FTA Regulations a medium-size, medium-duty transit bus (approximately 25'-35') should be operated for at least seven years or an accumulation of at least

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400,000 miles. The vehicle service miles of the CART system has been averaging approximately 140,000 miles per year. It is assumed that the 2014 vehicles and spare will be replaced prior to FY 2017/2018. Depending on the decisions on service expansions, three to four vehicles will be needed in service, plus one to two spare vehicles.

#### Exhibit 4-28: CART Fleet Replacement Plan

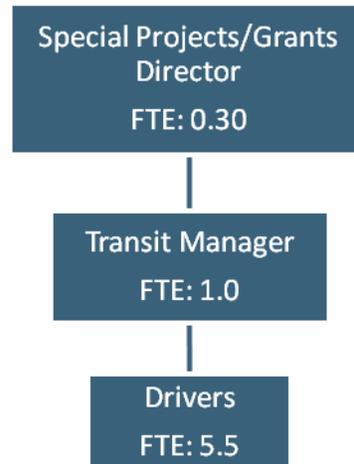
International	2014	32	150,674	Good/ in-service	Fixed- route service		X	
International	2014	32	137,602	Good/ in-service	Fixed- route service			X
Chevrolet	2008	30	249,192	Good/ in-service	Back- up vehicle			X
New vehicle for service expansion	N/A	32	N/A	N/A	N/A	X		
New vehicle for service expansion	N/A	32	N/A	N/A	N/A			X

## Staffing Recommendations

Exhibit 4-29 presents recommended staffing levels for CART once both Phase 1 and Phase 2 have been implemented. It is recommended that CART staff 5.5 full-time/equivalent drivers to cover the 38.5 VSH provided each day in Pinal County.

Dispatching responsibilities would be shared with Cotton Express.

Exhibit 4-29: CART Operational Staffing Recommendations



## Operating and Capital Budget

The five-year operating and capital budget is shown in Exhibit 4-30 and is based on the following assumptions:

- It was assumed that budgeting was required for the period FY 2017/2018 – FY 2021/2022 since the budget for the two year period 2016-2017 is currently in preparation.
- Base costs were based on previous budget amounts listed in the budget dated March 2015. Administrative and operating costs in the FY 2017/2018 – FY 2021/2022 period were increased by three percent per year, with the exception of fuel costs, which were increased by five percent per year.
- Marketing costs were assumed to be approximately 10 percent of the administrative budget.
- Five vehicles are assumed to be purchased over the five-year transit plan, to support service expansions and provide replacement vehicles.
- Five bus shelters were assumed to be purchased in the FY 2018/2019 budget. It was noted that five bus shelters were included in a previous capital purchase request in 2015.
- New signage was assumed at 12 stop locations, which would include bus schedule information.
- Ridership revenues were assumed to increase 5 percent per year as a result of marketing efforts and other service enhancements.
- The operating budget does not include the service enhancements in the phasing plan. These costs will need to be added as detailed in the phase descriptions.

Exhibit 4-30: CART – Proposed Financial/Capital Plan

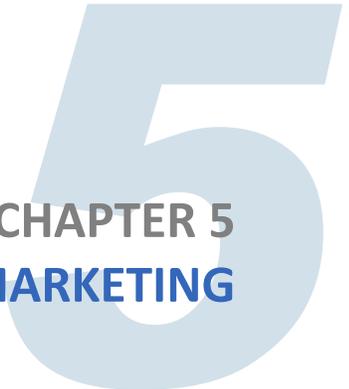
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<b>Administrative Costs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Transit Director	7,500	7,725	7,957	8,195	8,441
Transit Manager	14,000	14,420	14,853	15,298	15,757
Administrative Assistant	3,800	3,914	4,031	4,152	4,277
Fringe Benefits	10,000	10,300	10,609	10,927	11,255
Travel Expense	1,500	1,545	1,591	1,639	1,688
Telephone/Internet	2,100	2,163	2,228	2,295	2,364
Office Supplies	1,200	1,236	1,273	1,311	1,351
Marketing/Advertising	5,000	5,150	5,305	5,464	5,628
Printing	1,500	1,545	1,591	1,639	1,688
Utilities (Water and Electric)	4,000	4,120	4,244	4,371	4,502
Liability and Fire Insurance	700	721	743	765	788
Property Insurance	100	103	106	109	113
Substance Abuse Program	500	515	530	546	563
Professional Services/Fees/E-banking fees	500	515	530	546	563
<b>Subtotal Administrative Costs</b>	<b>52,400</b>	<b>53,972</b>	<b>55,591</b>	<b>57,259</b>	<b>58,977</b>
<b>Operating Costs</b>					
Drivers/Dispatcher	60,000	61,800	63,654	65,564	67,531
Senior Driver	16,500	16,995	17,505	18,030	18,571
Mechanic	9,500	9,785	10,079	10,381	10,692
Fringe Benefits	46,000	47,380	48,801	50,265	51,773
Fuel and Oil	36,000	37,800	39,690	41,675	43,758
Tires/Parts Maintenance	5,500	5,665	5,835	6,010	6,190
Uniforms	1,500	1,545	1,591	1,639	1,688
Vehicle Insurance	14,000	14,420	14,853	15,298	15,757
Driver Training and Certifications	0	0	0	0	0
Facility Maintenance/Janitorial	1,800	1,854	1,910	1,967	2,026
<b>Subtotal Operating</b>	<b>190,800</b>	<b>197,244</b>	<b>203,917</b>	<b>210,829</b>	<b>217,987</b>
<b>Capital Costs</b>					
Vehicles (\$150,000 each)	\$150,000	\$150,000	\$300,000	\$150,000	\$0
Communications/ITS	\$0	\$0	\$0	\$0	\$0
Benches (\$400 each)	\$0	\$2,000	\$0	\$0	\$0
Bus Stop Shelters (\$5,500 each)	\$0	\$27,500	\$0	\$0	\$0
Bus Stop Signs plus installation (\$65 each)	\$780	\$0	\$0	\$0	\$0
Bike racks (\$600 each)	\$0	\$0	\$0	\$0	\$0
<b>Subtotal, Capital</b>	<b>\$150,780</b>	<b>\$179,500</b>	<b>\$300,000</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>TOTAL COSTS</b>	<b>\$393,980</b>	<b>\$430,716</b>	<b>\$559,508</b>	<b>\$418,088</b>	<b>\$426,964</b>
<b>Sources of Revenues</b>					
<b>Local Match</b>					
<b>Farebox</b>	\$39,000	\$40,950	\$42,998	\$45,147	\$47,405
<b>Local match</b>	<u>\$81,772</u>	<u>\$88,587</u>	<u>\$113,766</u>	<u>\$84,852</u>	<u>\$85,945</u>
<b>Subtotal Local</b>	<b>\$120,772</b>	<b>\$129,537</b>	<b>\$156,764</b>	<b>\$130,000</b>	<b>\$133,350</b>
<b>Federal Funding</b>					
<b>5311 Operations at 58% match</b>	\$110,664	\$114,402	\$118,272	\$122,281	\$126,432
<b>5311 Administration at 80% match</b>	\$41,920	\$43,178	\$44,473	\$45,807	\$47,181
<b>5311 Capital at 80% match</b>	<u>\$120,624</u>	<u>\$143,600</u>	<u>\$240,000</u>	<u>\$120,000</u>	<u>\$120,000</u>
<b>Subtotal Grants</b>	<b>\$273,208</b>	<b>\$301,179</b>	<b>\$402,745</b>	<b>\$288,088</b>	<b>\$293,614</b>

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**CHAPTER 5**  
**MARKETING**

## **SECTION 5.1 – INTRODUCTION**

### **Marketing Plan**

The “marketing mix,” which consists of product, price, place and promotion, is the cornerstone of traditional marketing. To develop effective marketing strategies, there needs to be an understanding of the marketplace and the specific positioning that Cotton Express and Central Arizona Regional Transit (CART) hold in the marketplace. A targeted marketing program could have the potential to increase ridership by seven to eight percent over time. Ideally, at least three percent of an organization’s annual operating budget should be allocated to marketing initiatives.

Developing targeted marketing strategies requires establishment of market segments along with a SWOT analysis.

### **Market Segmentation**

Market segmentation is a strategic way to categorize the marketplace. It helps assure communication of the right message to the right people by guiding decisions on what to say, how to say it, and where to say it (i.e., online, social media, print). The marketplace may be segmented in many ways including demographic, geographic, ethnic, psychographic (such as culturally or by age), or a combination of the aforementioned. The more targeted the marketing strategies, the more effective the messaging.

Once markets are clearly defined, appropriate messaging can be developed that leverages the strengths of Cotton Express and CART; converts weaknesses to strengths or opportunities; takes advantage of opportunities; and mitigates threats as much as possible.

## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, as implied by the name, provides insight into an organization's existing strengths, weaknesses, opportunities and threats.

- *Strengths* are internal attributes that can be used as a basis for developing a competitive advantage or work toward achievement of specified goals.
- *Weaknesses* are internal attributes that may work against these objectives.
- *Opportunities* represent external conditions that are helpful in achieving objectives.
- *Threats* are external conditions that work against the objectives.



Typically, the administering entity has some control over its strengths and weaknesses, yet less likely over opportunities and threats. By pairing strengths with opportunities, strategies can be developed that maximize the likelihood of success. Conversely, relating strengths to threats can result in advance preparation of strategies to address future challenges or potential problems. In addition, review of weaknesses and threats can often identify any disparity between actual weaknesses and customer/community perceptions and attitudes (threats).

While there are similarities in the strengths, weaknesses, opportunities, and threats, there exist distinct differences. Therefore, the goals and marketing recommendations will differ by service provider. Thus, the following sections are segmented by Cotton Express and CART.

## SECTION 5.2 – COTTON EXPRESS

This section is dedicated to the SWOT analysis, objectives, and marketing recommendations specifically advised for Cotton Express. Cotton Express is a safe, economical public transit choice for people living and/or working in the City of Coolidge. The marketing of Cotton Express should leverage this position in the marketplace.

### Cotton Express SWOT Analysis:

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Less expensive travel costs than private vehicle</li><li>• Informative website</li><li>• Good coverage of Coolidge city center</li><li>• Regional coverage via connectivity with CART</li><li>• Awareness of public transit</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Limited understanding of service specifics</li><li>• Inability to measure on-time performance</li><li>• Limited coverage to outskirts of Coolidge</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Community-perceived value of public transit</li><li>• Willingness of residents to consider alternative transportation options</li><li>• Community-perceived safety and comfort of Cotton Express buses</li><li>• Volatility of gas prices</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>• High personal/private vehicle ownership</li><li>• Perceived lack of coverage</li></ul>

### Goals/Objectives

Generally speaking, the most traditional measures of marketing success are achievement of the following core objectives: To increase ridership and farebox revenue. It is vital for Cotton Express to achieve goals that serve the transit-dependent population within Coolidge. It is equally essential for Cotton Express to establish goals that focus upon expansion of its existing customer base. This is mandatory to support program sustainability.

The most effective marketing goals are SMART:

- **Specific** – What is the desired outcome and who is responsible?
- **Measurable** – How will progress toward the objective be quantified?
- **Attainable** – Is the objective reasonably achievable?
- **Realistic** – Can the objective be achieved given the available time and resources?
- **Time-dependent** – Includes a defined start and end date.<sup>8</sup>

The City of Coolidge should specifically strive to achieve the following goals for its Cotton Express transit system:

- To educate persons both riders and non-riders who live and/or work within the City of Coolidge about Cotton Express services.
- To increase the accessibility of route and schedule information throughout the City of Coolidge by creating a strong distribution network.
- To improve outreach efforts with community members, especially major employers and new residents, in the City of Coolidge.

The ensuing marketing strategies are recommended to achieve the aforementioned goals.

## Marketing Strategies

As an intra-community service provider, marketing efforts for Cotton Express should be community-centric. The more trust the community has in Cotton Express and its ability to deliver safe, economical service on-time, the more likely people are to use or recommend the service.

### Customer Service

A company's most vital asset is its customers, especially for a service organization. All interactions between a customer and a service provider should build enduring relationships. For Cotton Express, that means with current riders as well as potential future riders. A customer's experience includes everything from trip planning to customer service calls and physical transportation to the person's final destination. A positive reputation may help maintain – and potentially increase – ridership. Therefore, quality customer service cannot be taken for granted or overlooked.

### Bus Stop Signage and Amenities

The condition of the bus stop could influence the perceptions of riders and non-riders, especially with respect to safety and quality of service. We recommend that Cotton Express phase in bus stop information at all bus stops. These could include bus stop signs along with "infoposts" that depict route schedules and maps. At a minimum, all key transfer locations (i.e., Transit Center, Walmart, Safeway stops) should feature a poster sized system map and schedule information. Signage at the bus stops is informational for riders. It also advertises Cotton Express to passersby,



*Example of QR code*

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<sup>8</sup> "Establishing Goals and Objectives," National Business Information Clearinghouse, [fgnw.natbic.org](http://fgnw.natbic.org).

riders and non-riders alike.

The bus stop signs can contain QR codes (Quick Response codes). People can scan these barcodes with a smartphone camera and be taken to the website specified by the QR code.

Additionally, the City should invest in additional amenities such as benches, trash cans, or shelters at high-activity stops.

### Collateral Materials

All printed and online marketing materials need to be cohesive in look and messaging to strengthen the brand perception of Cotton Express in the marketplace. Online and printed versions of pieces need to be identical. All marketing communications should be kept consistent and easy for the general public to understand. The more consistent and simplistic the message is the more likely it is that people will be able to recall it. The following are recommended tactics to help educate the marketplace with access to important information about Cotton Express and its services:

- Onboard notices, also known as car cards, are the most effective for communicating directly with riders. Schedule changes, such as holiday service hours or participation in community events, may also be communicated this way.
- Equally as important, updated service information in the form of the Ride Guide should be stocked onboard the vehicles. The Ride Guide needs to be kept up-to-date as it is the primary piece of collateral for Cotton Express, depicting the routes and schedules.
- Seat drops, which are essentially postcards (commonly 8 ½" x 5 ½") placed on the seats of the vehicles or handed to passengers as they board, are also effective for communicating with the captive audience of riders.
- Posters, flyers, and countertop displays may be exhibited by Cotton Express distribution partners throughout the city.

### Community Outreach

Outreach is a personal marketing method that is effective for service providers having a predetermined geographic target market. Outreach involves interacting more intimately with Coolidge community members, regardless of their public transit perceptions or usage. Employers, for example, are gatekeepers to large groups of potential riders. Therefore, regular communication with business associations and grassroots canvassing with employers can be effective ways to communicate with an important market segment within Coolidge, Cotton Express' core service area and geographic target market. The following tactics can help Cotton Express meet all of its marketing goals; building better relationships among community members as well as expanding their distribution of service information, and educating the public about the specifics of its service offerings.

#### Distribution Partners

A distribution database of local businesses and civic organizations (e.g., senior centers, libraries, high schools, public buildings, transit hubs) should be created for collateral materials (i.e., Ride Guide and posters/flyers). The Coolidge Chamber of Commerce should certainly be recognized as a distribution partner. These distribution partners should be contacted, at a minimum, once each quarter to determine if any restocking is needed. Encourage distribution locations to request more materials (whether service brochures or posters/flyers) before their stock is

depleted. A postage-paid Ride Guide request postcard that allows the distributor to check which items they need could be provided to each distribution location. Monitor the stock of collateral materials via quarterly phone calls to distribution locations. Track quantities to determine which locations use the most collateral materials. These distribution quantities can then be compared to ridership figures and distribution efforts may then focus upon areas where growth is desired.

#### Affinity Marketing

Local businesses that offer potential cooperative marketing opportunities should be identified. When local businesses host events such as health or mobility fairs, the City of Coolidge may consider a Cotton Express sponsorship or participation in these events. Human Resource Managers may become ambassadors for Cotton Express if they understand the value of Cotton Express as a reliable transportation option to assure their staff can get to work safely and on-time. Perhaps bus passes can be provided to a business at a discounted rate based upon a predetermined quantity threshold. A competition may be orchestrated with specific businesses that tracks what specific business a rider works for, and the business with the highest ridership after a preset timeframe wins a lunch, day pass, or some other prize, compliments of Cotton Express. The greater Cotton Express' participation in local events, the stronger the top of mind awareness there will be in the community and in turn a better understanding of Cotton Express services. Partnering with other local businesses communicates Cotton Express' commitment to the Coolidge community.

For example, a cooperative affinity program may be developed with a local theater group or sports teams. Discounts may be given to individuals who show their theatre or game ticket and vice versa, discounts may be given at these venues to individuals who show their bus pass. The business can promote Cotton Express as a shrewd transportation choice so they don't need to fret about finding a parking space or traffic congestion associated with the event.

#### Local Events

An effective way to build a relationship with the community is to be involved in local community events. Participation would entail handing out essential collateral (i.e., bus schedules, Ride Guides) and promotional items. These items could remain ready to go at all times as a "booth in a box." Booth visitors may also be invited to sign up for a contest to win something in a random drawing or to receive an incentive such as a buy-one-get-one-free certificate. Capture both email and phone contact information for ease of prize notification and distribution. This is an excellent method for building a database for future communication campaigns. Specifically, consideration should be given to the following:

1. Attending events sponsored by **Coolidge Unified School District**, such as open houses or "back to school" nights, may be excellent occasions for educating the youth market – and their families – about the safe, economical convenience of Cotton Express.
2. It is prudent for Cotton Express, as a member of the Coolidge **Chamber of Commerce**, to capitalize on this relationship, participating in – or speaking at – as many events as possible, as well as taking advantage of any cooperative marketing opportunities on the Chamber's website or printed publications.

3. **Cotton Days** and **Calvin Coolidge Days** are examples of local events in which Cotton Express may choose to participate.



- National recognition promotions (i.e., National Library Month). All riders with a library card ride free on a certain day. This can be adapted to any national recognition day.
- School calendar promotions – free rides for students the first week of school, special discounted pass for students during spring break, etc. Partner with schools to promote the rides.

### National Promotions

To supplement local events, the City could develop campaigns to promote the value of its public transit program during the following national events:

- National Earth Day (April),
- National Bike to Work Day (May),
- National Dump the Pump Day (third Thursday in June), and
- National Rideshare Week (Spring and Fall).

These national events are typically one-day outreach opportunities that provide an avenue for the City of Coolidge to reach environmentally minded residents, many of whom support public transportation even if they are not actual users. Promotion campaigns may also be created for other national recognition days that are non-environmental. Beyond participating in an actual event, a communications campaign may be launched as an e-blast or direct mailer to recognize the national promotion of the day/week while simultaneously building awareness for Cotton Express. It is the prime opportunity to promote transit use and reward those who already ride public transit with a customer appreciation campaign.

#### Direct Mail

Direct mail is a relatively low-cost, high-impact method for targeted marketing campaigns. During a direct mail campaign, postcards can be designed and distributed to strategically target households, businesses, and schools in close proximity to transit routes. Databases are available commercially for purchase or the City can build its own database of Cotton Express contacts through community outreach, online, and customer service call logs. Postcards may also be used as seat drops for messaging that targets existing riders. The postcards could feature essential messaging, social media integration, and QR codes to track the success of specific campaigns.

Market-specific and/or route-specific messaging can be developed at a relatively low cost. We recommend the City consider the following campaigns:

- Key **employers** located along/near Cotton Express routes.
- Residents of **multi-family dwellings** (MFD's), such as apartment and condominium complexes, are often likely to be open to transit use.
- Cotton Express information can be placed into the hands of several potential riders via **utility bill inserts**, which have vast reach.
- Dial-A-Ride services can be promoted directly through campaigns targeting **senior living complexes** and members of senior activity centers such as the Coolidge Adult Center.
- A cooperative direct mail campaign may be developed with **CART or other regional transit providers** to highlight the connectivity of public transportation throughout the entire Pinal County, not just within the city limits of Coolidge.

#### Social Media

**Social media** is an effective communications channel for public transportation providers, particularly when targeting young adults between the ages of 17 and 36. According to a study released in 2012 by the Transportation Research Board of The National Academies, which analyzed data from 34 transportation organizations nationwide, 97 percent found social media to be “very important” in communicating with current riders, 85 percent said it was “very important” to improving customer satisfaction, and 76 percent indicated it was “very important” in improving the agency’s image. The most frequently utilized social media networks among responding agencies to achieve the aforementioned goals were Twitter (91 percent), Facebook (89 percent), and YouTube (80 percent).<sup>9</sup>

- **Twitter** in particular has seen a dramatic increase in usage in the past few years. Twitter currently has over 302 million active users and facilitates more than 500 million tweets per day.<sup>10</sup>
- **Facebook** is an electronic platform where transit staff can post periodic content that is not time-sensitive. This is the ideal medium for engaging with Millennials as they are continually connected and relentlessly searching the Internet for credible information. According to MillennialMarketing.com, 46 percent of Millennials reported having more than 200 Facebook

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<sup>9</sup> “Uses of Social Media in Public Transportation,” Transportation Research Board of the National Academies, 2012.

<sup>10</sup> [www.internetlivestats.com/twitter-statistics/](http://www.internetlivestats.com/twitter-statistics/)

friends<sup>11</sup>. Thus, building loyalty with a single individual through Facebook interactions can have exponential reach.

- Short informational **YouTube videos** may be created with instructions regarding new technologies or service changes such as explaining a deviated fixed route. These videos can be hosted for free on YouTube and shared through websites and social media accounts. The television sets in the transit centers can show the videos running in a continuous loop. Consider a contest inviting individuals to post videos of themselves attesting to why they use public transit. “Winning” videos can be selected for prizes such as passes or something from a local business partner.

Content can be created in advance and scheduled to post throughout the month using an online platform like HootSuite. This minimizes the time needed to manage the Twitter and Facebook postings.

### Earned Media

Earned media refers to coverage in publications – both online and in print - arising from media releases, events, and other newsworthy activities. The City may explore the following avenues to earn media coverage in the *Coolidge Examiner* as well as national, industry-specific publications:

- Disseminate **media releases** on a monthly basis to communicate occurrences such as service enhancements, ridership milestones, and/or technological advances.
- Solicit coverage in industry publications such as *Passenger Transport* and *Mass Transit* in the form of **feature articles and “white papers”** or by having someone from the Cotton Express staff **quoted as an expert** in the public transportation industry. Publishing “white papers” on subjects such as the sustainable nature of public transportation can build Cotton Express’ credibility in the marketplace, especially with Millennials who are more likely to use the services of a company they perceive as a knowledgeable industry leader.
- Explore opportunities for a staff member to become a **presenter** at an industry conference. Perhaps an opportunity exists to co-present with an expert from a regional ADOT partner.
- Static educational slides or informational videos may be created, and interviews scheduled for Cotton Express’ staff on Channel 11.

### Advertising

If earned media opportunities cannot be achieved, consideration may be given to paying for advertisements. Advertising is paid, strategic placement of messaging. It encompasses local print media, radio spots, local television stations, and other unconventional online advertising channels.

- The *Coolidge Examiner* is the primary local newspaper. It can be an efficient means of reaching a broad customer group within the geographic area of Coolidge. It offers bundled pricing for packages that include print ads coupled with online ads.
- Similarly, community events are often promoted through printed ads as well as on visitor center and chamber websites as well as the site of the entities sponsoring the events. If Cotton Express is participating in a community event, the City may wish to supplement its earned media efforts and promotional campaigns with ad placements to bolster awareness of Cotton Express’ participation.

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<sup>11</sup> [www.millennialmarketing.com](http://www.millennialmarketing.com)

- Online advertising campaigns may be launched via social media. Facebook and Twitter have pay per click campaign options, and budget limits are set not to be exceeded.
- Radio advertising and sponsorships, which are generally less expensive than TV airtime, are an effective means of reaching commuters in route to/from work during drive-time hours. Since there is no Coolidge-based radio station, radio advertising will reach well beyond the target of the City of Coolidge.

## SECTION 5.3 – CENTRAL ARIZONA REGIONAL TRANSIT

This section is dedicated to the SWOT, objectives, and marketing recommendations specifically advised for CART. CART is an economical public transit choice for people needing intra-community transportation, especially within the city centers of Coolidge, Florence or Casa Grande and Central Arizona College or medical centers in Casa Grande. The marketing of CART services should leverage this position of Pinal County connectivity in the marketplace.

### CART SWOT Analysis:

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Very affordable transit option</li><li>• Connectivity east-to-west (and vice versa) across Pinal County, especially from city centers to Central Arizona College and medical facilities in Casa Grande</li><li>• Connectivity with Cotton Express</li><li>• Attractive vehicles</li><li>• Informative website</li><li>• Impactful video</li></ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Low service frequency due to length of routes</li><li>• Long travel times</li><li>• Limited service area within the county</li><li>• Limited service in Casa Grande, including lack of connectivity with Greyhound</li></ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Willingness of residents to consider alternative transportation options</li><li>• Positive perceptions of the value of public transit in the communities</li><li>• Coverage of regions beyond Coolidge, Florence, and Casa Grande</li><li>• Education of youth market attending Central Arizona College</li><li>• Volatility of gas prices</li></ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"><li>• High personal/private vehicle ownership</li><li>• Limited understanding of service specifics</li><li>• Lack of local Casa Grande service</li></ul>

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### Goals/Objectives

Generally speaking, the most traditional measures of marketing success are achievement of the following core objectives: To increase ridership and farebox revenue. It is vital for CART to achieve goals that serve the transit-dependent population within Coolidge, Florence, and Casa Grande. It is equally essential for CART to establish goals that focus upon expansion of its existing customer base. This is mandatory to support program sustainability.

The most effective marketing goals are SMART:

- **Specific** – What is the desired outcome and who is responsible?
- **Measurable** – How will progress toward the objective be quantified?
- **Attainable** – Is the objective reasonably achievable?
- **Realistic** – Can the objective be achieved given the available time and resources?
- **Time-dependent** – Includes a defined start and end date.<sup>12</sup>

The City of Coolidge should focus its marketing efforts for CART upon achievement of the following goals:

- To educate people who live or work in Coolidge, Florence, and Casa Grande that CART is an economical transit option for inter-community travel.
- To expand the distribution network - and in turn, increase the accessibility of - route and schedule information throughout the communities served by CART.
- To improve outreach efforts with major employers and medical centers in the communities served by CART.
- To enhance the existing relationship with Central Arizona College.

The ensuing marketing strategies are recommended to achieve the aforementioned goals.

## Marketing Strategies

As an inter-community service provider, marketing efforts for CART should leverage the strength of its existing connectivity between communities. Messaging needs to go beyond informing the public about CART's services to educating Pinal County residents about the advantages of CART that make it an attractive transportation choice.

### Customer Service

A company's most vital asset is its customers, especially for a service organization. All interactions between a customer and a service provider should build enduring relationships. For CART, that means with current riders as well as potential future riders. A customer's experience includes everything from trip planning to customer service calls and physical transportation to the person's final destination. A

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<sup>12</sup> "Establishing Goals and Objectives," National Business Information Clearinghouse, [fgnw.natbic.org](http://fgnw.natbic.org).

positive reputation may help maintain - and potentially increase - ridership. Therefore, quality customer service cannot be taken for granted or overlooked.

#### Bus Stop Signage and Amenities

The condition of the bus stop could influence the perceptions of riders and non-riders, especially with respect to safety and quality of service. We recommend that CART install bus stop signs along with “infoposts” that depict route schedules and maps at all bus stops along both of its routes. Signage at the bus stops is informational for riders. It also advertises CART to passersby, riders and non-riders alike.



*Example of QR code.*

The bus stop signs can contain QR codes (Quick Response codes). People can scan these barcodes with a smartphone camera and be taken to the website specified by the QR code.

Additionally, CART should invest in additional amenities such as benches, trash cans, or shelters at high-activity stops.

#### Collateral Materials

All printed and online marketing materials need to be cohesive in look and messaging to strengthen the brand perception of CART in the marketplace. Online and printed versions of pieces need to be identical. All marketing communications should be kept consistent and easy for the general public to understand. The more consistent and simplistic the message is the more likely it is that people will be able to recall it. The following are recommended tactics to help educate the marketplace with access to important information about CART and its services:

- Onboard notices, also known as car cards, are the most effective for communicating directly with riders. Schedule changes such as holiday service hours or participation in community events may be communicated this way.
- Equally as important, updated service information in the form of the Ride Guide should be stocked onboard the vehicles. The Ride Guide needs to be kept up-to-date as it is the primary piece of collateral for Cotton Express, depicting the routes and schedules.
- Seat drops, which are essentially postcards (commonly 8 ½” x 5 ½”) placed on the seats of the vehicles or handed to passengers as they board, are also effective for communicating with the captive audience of riders.
- Posters, flyers, and countertop displays may be exhibited by CART’s network of distribution partners throughout its entire service area.

#### Community Outreach

Outreach is a personal marketing method that is effective for service providers having a predetermined geographic target market. Rather than targeting Pinal County residents in its entirety, outreach involves interacting more intimately with local community members, regardless of their public transit perceptions or usage. Employers, for example, are gatekeepers to large groups of potential riders. Therefore, regular communication with business associations and grassroots canvassing with employers can be effective ways to communicate with an important market segment within CART’s core service area. Given the geographic magnitude of CART’s service territory, CART outreach efforts may be prioritized by specific community. The following tactics can help CART meet all of its marketing goals;

building better relationships among community members as well as expanding their distribution of service information, and educating the public about the specifics of its service offerings.

#### Distribution Partners

A distribution database of local businesses and civic organizations (e.g., senior centers, libraries, high schools, public buildings, transit hubs) should be created for collateral materials (i.e., Ride Guide and posters/flyers) in Coolidge, Florence, and Casa Grande. The Coolidge Chamber of Commerce, for example, should be recognized as a distribution partner. These distribution partners should be contacted, at a minimum, once each quarter to determine if any restocking is needed. Encourage distribution locations to request more materials (whether service brochures or posters/flyers) before their stock is depleted. A postage-paid Ride Guide request postcard that allows the distributor to check which items they need could be provided to each distribution location. Monitor the stock of collateral materials via quarterly phone calls to distribution locations. Track quantities to determine which locations use the most collateral materials. These distribution quantities can then be compared to ridership figures and distribution efforts may then focus upon areas where growth is desired.

#### Affinity Marketing

Local businesses that offer potential cooperative marketing opportunities should be identified. When local businesses host events such as health or mobility fairs, the City of Coolidge may consider a CART sponsorship or participation in these events. Human Resource Managers may become ambassadors for CART if they understand the value of CART as a reliable transportation option to assure their staff can get to work safely and on-time. Perhaps bus passes can be provided to a business at a discounted rate based upon a predetermined quantity threshold. A competition may be orchestrated with specific businesses that tracks what specific business a rider works for, and the business with the highest ridership after a preset timeframe wins a lunch, day pass, or some other prize, compliments of CART. The greater CART's participation in local events, the stronger the top-of-mind awareness there will be in the community and in turn a better understanding of CART services. Partnering with other local businesses in each of the communities in its service area (i.e., Coolidge, Florence, and Casa Grande) communicates CART's commitment to each respective community.

For example, a cooperative affinity program may be developed with a local theater group or sports teams. Discounts may be given to individuals who show their theatre or game ticket and vice versa, discounts may be given at these venues to individuals who show their bus pass. The business can promote CART as a shrewd transportation choice so they don't need to fret about finding a parking space or traffic congestion associated with the event.

#### Local Events

An effective way to build a relationship with the community is to be involved in local community events. Participation would entail handing out essential collateral (i.e., bus schedules, Ride Guides) and promotional items. These items could remain ready to go at all times as a "booth in a box." Booth visitors may also be invited to sign up for a contest to win something in a random drawing or to receive an incentive such as a buy-one-get-one-free certificate. Capture both email and phone contact information for ease of prize notification and distribution. This is an

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excellent method for building a database for future communication campaigns. Specifically, consideration should be given to the following:

1. Attending events sponsored by **Central Arizona College**, such as open houses or “back to school” events, may be excellent occasions for educating this market – and their families – about the safe, economical convenience of CART.
2. Attending local events in all three CART communities.

#### National Promotions

To supplement local events, CART could develop campaigns to promote the value of its public transit program during the following national events:

- National Earth Day (April),
- National Bike to Work Day (May),
- National Dump the Pump Day (third Thursday in June), and
- National Rideshare Week (Spring and Fall).

These national events are typically one-day outreach opportunities that provide an avenue for the CART to reach environmentally minded residents, many of whom support public transportation even if they are not actual users. Promotion campaigns may also be created for other national recognition days that are non-environmental, such as National Library Month, during which CART may reward riders who present their library cards in some manner. Beyond participating in an actual event, a communications campaign may be launched as an e-blast or direct mailer to recognize the national promotion of the day/week while simultaneously building awareness for CART. It is the prime opportunity to promote transit use and reward those who already ride public transit with a customer appreciation campaign.

#### Direct Mail

Direct mail is a relatively low-cost, high-impact method for targeted marketing campaigns. During a direct mail campaign, postcards can be designed and distributed to strategically target households, businesses, and schools in close proximity to transit routes. Databases are available commercially for purchase or CART can build its own database of contacts through community outreach, online, and customer service call logs. Postcards may also be used as seat drops for messaging that targets existing riders. The postcards could feature essential messaging, social media integration, and QR codes to track the success of specific campaigns.

Market-specific and/or route-specific messaging can be developed at a relatively low cost. We recommend CART consider the following campaigns:

- Key **employers** located along/near CART routes.
- Each month, distribute a postcard introducing public transit to **new residents** of Coolidge, Florence, and Casa Grande. Marketers have discovered that new residents, whether they are homeowners or renters, spend more money on home-related expenses in the first three months subsequent to their move than the average family spends on the same purchases over a five-year period. This is the optimal time to communicate the benefits of using Cotton Express as they solidify their mobility behaviors. The mailer could be conducted in

- coordination with local businesses in each of the three respective communities. Including a free trial pass/coupon may motivate new residents to give CART a try.
- Residents of **multi-family dwellings** (MFD's), such as apartment and condominium complexes, are often likely to be open to transit use.
  - CART information can be placed into the hands of several potential riders via utility bill inserts, which are sent to the residents of Coolidge, Florence, and Casa Grande.
  - Dial-A-Ride and fixed-route services can be promoted directly through campaigns targeting **senior living complexes** and members of senior activity centers such as the Coolidge Adult Center, Florence Senior Center, and Dorothy Powell Senior Center.
  - A cooperative direct mail campaign may be developed with **Cotton Express or other regional transit providers** to highlight the connectivity of public transportation throughout all of Pinal County.

### Social Media

**Social media** is an effective communications channel for public transportation providers, particularly when targeting young adults between the ages of 17 and 36. According to a study released in 2012 by the Transportation Research Board of The National Academies, which analyzed data from 34 transportation organizations nationwide, 97 percent found social media to be “very important” in communicating with current riders, 85 percent said it was “very important” to improving customer satisfaction, and 76 percent indicated it was “very important” in improving the agency’s image. The most frequently utilized social media networks among responding agencies to achieve the aforementioned goals were Twitter (91 percent), Facebook (89 percent), and YouTube (80 percent).<sup>13</sup>

- **Twitter** in particular has seen a dramatic increase in usage in the past few years. Twitter currently has over 302 million active users and facilitates more than 500 million tweets per day.<sup>14</sup>
- **Facebook** is an electronic platform where transit staff can post periodic content that is not time-sensitive. This is the ideal medium for engaging with Millennials as they are continually connected and relentlessly searching the Internet for credible information. According to MillennialMarketing.com, 46 percent of Millennials reported having more than 200 Facebook friends<sup>15</sup>. Thus, building loyalty with a single individual through Facebook interactions can have exponential reach.
- Short informational **YouTube videos** may be created with instructions regarding new technologies or service changes such as explaining a deviated fixed route. These videos can be hosted for free on YouTube and shared through websites and social media accounts. The television sets in the transit centers can show the videos running in a continuous loop. Consider a contest inviting individuals to post videos of themselves attesting to why they use public transit. “Winning” videos can be selected for prizes such as passes or something from a local business partner. The video currently posted on the CART website is well done and effective in communicating the benefits of CART’s services. An educational campaign could be created using this video. It could be promoted on other websites, such as the city or chamber websites

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<sup>13</sup> “Uses of Social Media in Public Transportation,” Transportation Research Board of the National Academies, 2012.

<sup>14</sup> [www.internetlivestats.com/twitter-statistics/](http://www.internetlivestats.com/twitter-statistics/)

<sup>15</sup> [www.millennialmarketing.com](http://www.millennialmarketing.com)

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of Coolidge, Florence, and Casa Grande, along with social media channels and perhaps even an e-campaign.

Content can be created in advance and scheduled to post throughout the month using an online platform like HootSuite. This minimizes the time needed to manage the Twitter and Facebook postings.

### Earned Media

Earned media refers to coverage in publications – both online and in print - arising from media releases, events, and other newsworthy activities.

Casa Grande Valley Newspapers, Inc. publishes a daily newspaper, five weekly newspapers, and six specialty publications in addition to two online newspapers: [www.trivalleycentral.com](http://www.trivalleycentral.com) and [www.copamonitor.com](http://www.copamonitor.com). Combined, these publications provide ample cover of sprawling Pinal County. Therefore, it is advisable to develop a synergist relationship with the managing editor (i.e., Adam Gaub) of the *Casa Grande Dispatch*, which is considered the company's flagship publication. This can be achieved by providing newsworthy content of genuine interest to their readership.

The City may explore the following avenues to earn media coverage in the Tri-Valley publications (i.e., *Coolidge Examiner*, *Florence Reminder*, and *Casa Grande Dispatch*) as well as national, industry-specific publications:

- Disseminate **media releases** on a monthly basis to communicate occurrences such as service enhancements, ridership milestones, and/or technological advances.
- Solicit coverage in industry publications such as *Passenger Transport* and *Mass Transit* in the form of **feature articles and "white papers"** or by having someone from the CART staff **quoted as an expert** in the public transportation industry. Publishing "white papers" on subjects such as the sustainable nature of public transportation can build CART's credibility in the marketplace, especially with Millennials who are more likely to use the services of a company they perceive as a knowledgeable industry leader.
- Explore opportunities for a staff member to become a **presenter** at an industry conference. Perhaps an opportunity exists to co-present with an expert from a regional ADOT partner.
- Static educational slides or informational videos may be created, and interviews scheduled for CART's staff on **Channel 11**. The existing CART video may be submitted to Channel 11 for consideration or run on the television sets in the Coolidge transit centers.
- **Public Service Announcements (PSA's)** for events such as public transit workshops or significant service enhancements may be provided to non-commercial KUAZ in Casa Grande, or interviews with CART personnel may be scheduled.

#### Advertising

If earned media opportunities cannot be achieved, consideration may be given to paying for advertisements. Advertising is paid, strategic placement of messaging. It encompasses local print media, radio spots, local television stations, and other unconventional online advertising channels.

- The Tri-Valley publications previously referenced for earned media opportunities are the identical publications to target for paid advertising. They offer an efficient means of reaching a broad customer group within all three geographic areas that CART serves: Coolidge, Florence, and Casa Grande. It offers bundled pricing for packages that include print ads coupled with online ads. As service expands, other Tri-Valley publications may also reach these geographic markets.
- Similarly, community events are often promoted through printed ads as well as on visitor center and chamber websites as well as the site of the entities sponsoring the events. If CART is participating in a community event, the City may wish to supplement its earned media efforts and promotional campaigns with ad placements to bolster awareness of CART's participation.
- Online advertising campaigns may be launched via social media. Facebook and Twitter have pay per click campaign options, and budget limits are set not to be exceeded.
- Radio advertising and sponsorships, which are generally less expensive than TV airtime, are an effective means of reaching commuters en route to/from work during drive-time hours. There are over forty radio stations broadcasting from Casa Grande that can be researched for the best return on advertising dollars spent.

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# CHAPTER 6

## FUNDING & GOVERNANCE

### FUNDING

#### Current Funding Sources

##### **Cotton Express and CART**

###### *Formula Grant for Other than Urbanized Areas (FTA Section 5311)*

This is a formula-based program for rural communities (population less than 50,000) providing funding to states for the purpose of supporting public transportation in rural areas. The federal share is 80 percent for capital projects, 50 percent for operating assistance, and 80 percent for Americans with Disabilities Act (ADA) non-fixed route paratransit service. Funds are apportioned to States based on a formula that includes land area, population, revenue vehicle miles, and low-income individuals in rural areas. Program goals include:

- Improving access for people living in non-urbanized areas to healthcare, shopping, education, employment, public services, and recreation.
- Assisting in the maintenance, development, improvement, and use of public transportation systems in non-urbanized areas.
- Encouraging and facilitating the most efficient use of all transportation funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services.
- Assisting in the development and support of intercity bus transportation.
- Providing for the participation of private transportation providers in non-urbanized transportation.

###### *Surface Transportation Program (STP)*

Provided by the FTA through Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21), STP funding is used by States and localities for a wide range of projects to preserve and improve the conditions and performance of surface transportation, including highway, transit, and intercity bus.

###### *Rural Transit Assistance Program (RTAP)*

Funding is provided by the FTA to assist in public and rural transit solutions through technical assistance, partner collaboration, and free training.

## Potential Future Funding Sources

### Cotton Express and CART

#### *Transportation Infrastructure Finance and Innovation Act (TIFIA)*

The Transportation Infrastructure Finance and Innovation Act (TIFIA) provides financing to surface transportation projects of regional significance through the form of direct loans, loan guarantees, and standby lines of credit. TIFIA credit offers more favorable interest rates as well as more flexible repayment terms than many of the private financing alternatives.

#### *Bus and Bus Facilities (FTA Section 5339)*

This program provides capital funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. In Fiscal Year 2014, the FTA allocated \$427.8 million in support of the Bus and Bus Facilities program. Funds are eligible to be transferred by the state to supplement urban and rural formula grant programs. This program replaced Section 5309.

#### *Countywide Transportation Sales Tax Increase*

In November 2016, the Pinal Regional Transportation Authority (PRTA) will present to the public a new one-half cent transportation funding initiative at a special election. If approved, this initiative will serve as an important funding source that will provide infrastructure needed to accommodate the anticipated growth within Pinal County. This new revenue will fill the gap left by a steady decline in recent years of federal transportation project funding. If approved, there will be a dedicated transit component allocating funding each year for public transit projects such as those discussed in the Cotton Express Recommendations section of Chapter 3, and CART Recommendations section of Chapter 4.

### CART

#### *Urbanized Area Formula Program (FTA Section 5307)*

The CART system provides service to the urbanized area of Casa Grande. Section 5307 provides grants to urbanized areas for public transportation, planning, job access and reverse commute projects, as well as operating expenses in certain circumstances.

Eligible activities for this program include capital projects, planning, job access and reverse commute projects that provide transportation to jobs and employment opportunities for welfare recipients and low-income individuals.

For areas with fewer than 200,000 in population (Casa Grande has a population of approximately 51,331) Section 5307 funding can be used for operating costs. Eligible uses include:

- 80 percent federal share for capital assistance.
- 50 percent federal share for operating assistance.
- 80 percent federal share for Americans with Disabilities Act (ADA) non-fixed-route paratransit service, using up to 10 percent of a recipient's apportionment.

A requirement for the program is that recipients must spend one percent for transportation security projects or certify that it is not necessary to do so. Recipients must also expend at least one percent of Section 5307 apportionment on associated transportation improvements.

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#### *Differences between FTA Sections 5307 and 5311*

Federally, the majority of eligible expenses and local match requirements are very similar between both Section 5307 and Section 5311 programs. Planning and capital expenses are eligible for a federal share of 80 percent. However, Section 5307 can have higher federal match.

A difference between the two funding programs is that Section 5311 eligible activities includes administrative expenses, while Section 5307 does not. Arizona's policy reimburses Section 5311 programs for administrative expenses at 80 percent, while no reimbursement is permitted for Section 5307.

Another difference in the two programs is in how funding is apportioned. The apportionment formula for Section 5307 is based on population and population density. The apportionment formula for Section 5311 is based on land area, population, revenue vehicle miles, and low-income individuals in rural areas. The apportionment of Section 5311 funding that comes to the State is then distributed to rural systems via a competitive grant process.

Exhibit 6-1 Potential Revenue Source Matrix

Funding Source	Description	Potential Revenues	Advantages
Transportation Infrastructure Finance and Innovation Act (TIFIA)	Provides financing to projects of regional significance through the form of direct loans, loan guarantees, and standby lines of credit.	Competitive grant	- Favorable interest rates. - Flexible repayment terms
Urbanized Area Formula Program (FTA Section 5307)*	Provides funding to urbanized areas for public transportation, planning, job access and reverse commute, and operating expenses.	Competitive grant	
Bus and Bus Facilities Program (FTA Section 5339)	Provides capital funding to replace, rehab and purchase buses and related equipment and to construct bus-related facilities.	Competitive grant	
One-half Cent Transportation Sales Tax Increase	Provides dedicated funding to transportation infrastructure projects with a specific transit component.	Local funding Initiative	
*CART eligible only			

## GOVERNANCE

### Alternative Management Structures

Transit systems throughout the country are administered in many ways, some of which involve complex arrangements and responsibilities. Given the CART program serves regional populations, the transit management structure includes regional cooperation, and may be expanded in the future to serve additional jurisdictions. This section discusses some of the common governance models used to manage transit systems.

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#### **Public Transit Authority or Regional Public Transit Authority**

As a fully state-enabled organization, the metropolitan public transit authority or regional public transit authority (RPTA) has the greatest authority to govern and operate a transit program of all management structure models. Some key powers of a public transit authority are:

- Provide a public transportation system and the facilities necessary or convenient for public transportation service within or partly within the boundaries of the authority.
- Collect revenues and monies.
- Borrow money and issue bonds.
- Enter into contracts.

A regional public transportation authority is considered a special district under ARS 41-2251<sup>16</sup>. According to Arizona Revised Statute 40-1113<sup>17</sup>, a metropolitan public transit authority shall be organized by:

- Passing an ordinance or resolution stating the necessity to incorporate the authority,
- All the proposed municipalities in the authority area must approve their participation by passing an ordinance, and
- Articles of incorporation and other deeds or mortgages must be filed with the state.

A public transit authority shall be administered by a board of directors consisting of at least five and not more than eleven members. Each member shall be a resident of the area covered by the authority. The initial board shall consist of five members as appointed by the governing body or bodies of the originating municipalities or counties<sup>18</sup>.

#### **Public Transit Authority Benefits**

A public transit authority has the ability to generate its own dedicated revenue via taxes and bonds. Public transit authorities also have the authority to develop their own policies and procedures. Some share the same eminent domain rights as cities and counties. According to ARS 40-1141<sup>19</sup>:

*The board of supervisors of each county where a metropolitan public transit authority has been established shall annually, at the time of levying other taxes, levy a metropolitan public transit authority tax on the property in the area of a public transit authority in which an additional amount is required, as determined by the authority pursuant to section 40-1140. The tax shall be at a rate sufficient to provide the additional amount. The tax shall be added to and collected in the same manner as other county taxes on the property within the area of the authority. The amount of the metropolitan public transit authority tax levied upon the property in the area of a particular authority shall be paid to the treasurer of such authority.*

#### **Public Transit Authority Disadvantages**

Disadvantages of the RPTA model include the need to create an additional taxing authority, especially in the current economic climate. The establishment of a new RPTA requires passing enabling legislation,

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<sup>16</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/41/02251.htm&CiRestriction=%22Special+District%22>

<sup>17</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/40/01113.htm&CiRestriction=%22transit+authority%22>

<sup>18</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/40/01121.htm&CiRestriction=%22transit+authority%22>

<sup>19</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/40/01141.htm&CiRestriction=%22transit+authority%22>

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which can also be difficult. While the RPTA model is the most effective management structure, it is often the most difficult to create.

#### *Joint Powers Authority*

A Joint Powers Authority (JPA) is the establishment of a legal entity by two or more public entities. The arrangement benefits the involved entities through the combination and sharing of resources, thereby cutting costs and reducing overlapping services. A JPA derives its statutory authority from Arizona Revised Statute 48-805.01<sup>20</sup>, which authorizes two or more public entities by agreement to jointly exercise any power common to the contracting entities.

A JPA is authorized in its own name to:

- Make and enter into contracts, including contracts, leases or other transactions with one or more of the parties to the agreement forming the separate legal entity.
- Employ agents and employees.
- Acquire, hold or dispose of property.
- Acquire, construct, manage, maintain and operate buildings, works, infrastructure, apparatus, equipment and improvements.
- Incur debts, liabilities and obligations.
- Sue and be sued.

The local board for the JPA that administers and makes provisions of the system is made up of the JPA board chairman or a designee approved by the governing body, two members elected by secret ballot by members employed by the joint powers authority, and two citizens, one of whom is a resident of one of the partner entities and one of whom has experience in personnel administration but who is not required to be a resident of a partner entity.

Appointments and elections of local board members shall take place with one elective and appointive local board member serving a term ending two years after the effective date of participation for the employer and other local board members serving a term ending four years after the effective date. Thereafter, every second year, and as a vacancy occurs, an office shall be filled for a term of four years in the same manner as previously provided.

#### *Joint Powers Authority Benefits*

Major benefits for JPA formation include efficiency, regional coordination, flexibility and local control, and grant coordination.

#### *Efficiency*

JPAs enhance efficiency by providing a mechanism for governments to join forces and coordinate on regional issues. By doing so, a JPA can consolidate personnel, expertise, equipment, and property of members.

#### *Regional Coordination*

Today, many transit needs and issues cross jurisdictional boundaries. The development of a JPA can provide an enhanced forum for public and stakeholder involvement.

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<sup>20</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/48/00805-01.htm&CiRestriction=%22Joint+powers+Authority%22>

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#### Flexibility and Local Control

JPAs are relatively easy for governments to form, dissolve, join, or leave. Organization and management may be based on any agreed-upon structure, allowing government entities to include stipulations to retain certain local controls.

#### Grant Coordination

Members can cooperate rather than compete for grant opportunities. Granting authorities tend to favor regional approaches *more so than* multiple unrelated projects.

#### Joint Powers Authority Disadvantages

In some instances, the flexibility of membership may also be a disadvantage. Member withdrawal based on changes in public support or political leadership can negatively impact the JPA.

Another typical disadvantage of a JPA is the potential for negative public perception. The public may see the JPA as another unnecessary level of bureaucracy in a region with similar organizations. Public outreach efforts would help to convey the value to residents.

#### Memoranda of Understanding

A Memorandum of Understanding (MOU) is established via a document describing a bilateral or multilateral agreement between parties. According to ARS 49-703<sup>21</sup>, any county, city or town may exercise authority to jointly own or operate, with any other person, any public facility within this state and also may enter into cooperative agreements as necessary and appropriate for the operation of any public facility. It is a written statement of cooperation that usually defines roles and responsibilities for involved entities. It may also detail funding structure, cost-sharing, and/or communication procedures. MOUs related to transit can list which services will be provided, including operation of services as well as supporting services such as regularly scheduled meetings, documents and reports, grant applications, etc. The current intergovernmental agreement contract between CART partners is an example of the MOU model.

#### Memoranda of Understanding Benefits

These agreements are popular because they offer an approach to the challenge of regional coordination that still allows some degree of autonomy for members. MOUs can be tailored to the specific needs of each entity. When included in the agreement, clearly defined roles and responsibilities can reduce “turf” issues and protect involved parties from differing expectations.

#### Memoranda of Understanding Disadvantages

There are cost implications, such as administration costs, involved with the creation of MOUs. While two or more entities may in principle agree on a certain issue, the drafting of the instrument takes time and staff. The development of these agreements requires a certain degree of trust between the involved parties and establishment may require lengthy negotiations as to the terms and specifications included within the MOU. A MOU may also be general in terms and not necessarily address day-to-day operations and responsibilities.

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<sup>21</sup> <http://www.azleg.gov/search/oop/qfullhit.asp?CiWebHitsFile=/ars/49/00703.htm&CiRestriction=%22Memoranda+of+Understanding%22>

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#### *Regional Transit Coordinating Council*

A Regional Transit Coordinating Council (RTCC) is a regional advisory board comprised of representatives from various levels of government. A RTCC serves as a guide to a pre-existing transit entity whereas a JPA is itself an individual entity.

The RTCC does not have policy-making ability and cannot create its own funding mechanisms. It also does not operate an individual transit system. The RTCC board can facilitate regional coordination, but funding and operations are left to the local agencies.

#### *Regional Transit Coordinating Council Benefits*

RTCCs are well-suited for coordinating throughout a large region with several transit entities and providers, including private not-for-profits. They are relatively simple to establish and do not require enabling legislation. Transit coordinating councils are not covered by Arizona Revised Statutes.

#### *Regional Transit Coordinating Council Disadvantages*

These councils have little authority and serve more as a general recommendation body under the authority of another entity.

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Exhibit 6-2 Governance Comparisons

Type of Governance	Benefits	Disadvantages
Public Transit Authority Or Regional Public Transit Authority (RTA)	<ul style="list-style-type: none"> <li>· Ability to generate its own revenue via taxes and bonds</li> <li>· Develops its own policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>· Difficult to create an additional taxing authority</li> <li>· Establishment of a new RTA requires passing enabling legislation</li> </ul>
Joint Powers Authority	<ul style="list-style-type: none"> <li>· Provides a mechanism for governments to join forces and coordinate on regional issues</li> <li>· Provides an additional forum for public and stakeholder involvement</li> <li>· Easy for governments to form, dissolve, join, or leave</li> <li>· Members cooperate rather than compete for grant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>· Member withdrawal may have a negative impact</li> <li>· Potential for negative public perception</li> </ul>
Memoranda of Understanding (MOU)	<ul style="list-style-type: none"> <li>· Allows some degree of autonomy for members</li> <li>· Tailored to specific needs of each entity</li> <li>· Clearly defines roles and responsibilities</li> <li>· Protects involved parties from differing expectations</li> </ul>	<ul style="list-style-type: none"> <li>· Cost implications resulting from time and staff</li> <li>· Requires trust between involved parties</li> <li>· Establishment may require lengthy negotiations</li> <li>· General in terms; does not address day-to-day operations and responsibilities</li> </ul>
Regional Transit Coordinating Council	<ul style="list-style-type: none"> <li>· Well-suited for regional coordination</li> <li>· Easy to establish</li> <li>· Enabling legislation not required</li> </ul>	<ul style="list-style-type: none"> <li>· These councils have very little authority</li> </ul>



**APPENDIX**  
**SURVEY INSTRUMENTS**

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Exhibit A-1: Cotton Express Rider Survey Instrument (English)

#### Cotton Express Rider Survey



Your opinion is important to us! Here's your chance to help the City of Coolidge plan better service by telling us about your use of the Cotton Express. Please take a few minutes to complete this rider survey. Return your completed survey form to the surveyor and you'll be entered to win one of two \$50 VISA gift cards. Thank you for your time, and thanks for riding Cotton Express!



Today's Date \_\_\_\_\_ Time: \_\_\_\_\_

#### Section 1: Tell us about your trip.

1. Which route are you riding to day?  
 1 Blue Route  2 Red Route
2. Where did you board the bus to day?  
 Cross streets \_\_\_\_\_ & \_\_\_\_\_  
 Location: \_\_\_\_\_
3. Did you board at a marked bus stop or did you make a deviated service reservation?  
 1 Marked bus stop  2 Deviated service reservation
4. Where will you get off the bus to day?  
 Cross streets \_\_\_\_\_ & \_\_\_\_\_  
 Location: \_\_\_\_\_
5. How did you get to the bus stop (or your boarding location) to day?  
 1 Walked  2 Rode a bike  
 3 Drove  4 Transferred from CART  
 5 Other (specify): \_\_\_\_\_
6. How will you get from this bus to your final destination today?  
 1 Walk  2 Ride a bike  
 3 Drive  4 Transfer to CART  
 5 Other (specify): \_\_\_\_\_
7. What is the primary purpose of today's trip?  
 1 School  2 Work  
 3 Social/recreation  4 Healthcare  
 5 Shopping/personal errands  
 6 Other (specify): \_\_\_\_\_
8. If Cotton Express were not available, how would you make this trip?  
 1 Drive myself  2 Ride with friend/family member  
 3 Walk or bike  4 Would not make trip  
 5 Other (specify): \_\_\_\_\_
9. In a typical week, how often do you ride Cotton Express?  
 1 Less than 1 day  2 1-2 days  
 3 3-4 days  4 5 days
10. How do you typically pay for your Cotton Express trip?  
 1 One-way fare  2 Daily fare  
 3 Monthly fare  4 CART local & regional daily fare  
 5 CART local & regional monthly fare
11. What fare category typically applies to you?  
 1 Adult (age 12+)  2 Child (age 3-11)  
 3 On-demand/deviated service fare

#### Section 2: Tell us about our service.

12. Which of the following service improvements is most important to you?  
 1 More frequent service  
 2 Earlier operating/service hours  
 3 Later operating/service hours  
 4 Weekend service  
 5 Different destination(s) (specify): \_\_\_\_\_  
 6 Other (specify): \_\_\_\_\_
13. If the improvement cited in Question 11 were made, how would it affect how much you ride?  
 1 I would ride more  
 2 I would ride about the same  
 3 I would ride less
14. What is your primary source of Cotton Express service information?  
 1 At the bus stop  
 2 Online (City of Coolidge website)  
 3 Printed schedule brochure  
 4 Driver/on the bus  
 5 City of Coolidge information line (520-723-7195)  
 6 Other (specify): \_\_\_\_\_

#### 15. Please rate the following service attributes.

	Poor	Fair	Good	Excellent
a. Service frequency	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b. Time it takes to travel	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c. Operating hours	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d. Comfort onboard vehicle	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e. Safety onboard vehicle	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
f. Fare or cost	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
g. Safety at bus stops	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
h. Reliability of service	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
i. Accessibility of service	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
j. Availability of service info	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
k. Overall satisfaction	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

#### Section 3: Tell us about yourself.

16. What is your home zip code? \_\_\_\_\_
17. How long have you been riding Cotton Express?  
 1 Less than 6 months  2 6 months to 1 year  
 3 1-2 years  4 3-4 years  
 5 5 years or more
18. What is your age?  
 1 Under 18  2 18-34 years  
 3 35-64 years  4 65 years or older  
 5 Decline to respond
19. What is your gender?  
 1 Male  2 Female  3 Decline to respond
20. What is your race/ethnicity? (check all that apply)  
 1 White  
 2 Hispanic/Latino  
 3 Black/African-American  
 4 Native American/American Indian  
 5 Asian/Pacific Islander  
 6 Other (specify): \_\_\_\_\_
21. Please indicate what languages are spoken in your home. (check all that apply)  
 1 English  2 Spanish  
 3 Other (specify): \_\_\_\_\_
22. What was your total household income in 2014?  
 1 Less than \$15,000  2 \$15,000 - \$34,999  
 3 \$35,000 - \$49,999  4 \$50,000 - \$74,999  
 5 \$75,000 or higher  6 Decline to respond
23. Please indicate your employment status. (check all that apply)  
 1 Employed full-time  2 Employed part-time  
 3 Student  4 Retired  
 5 Work at home or homemaker  
 6 Not employed/seeking employment  
 7 Decline to respond
24. How many people live in your household?  
 1  2  3  4  5  6  7 or more
25. Did you have a car or other personal vehicle to make this trip to day?  1 Yes  2 No
26. Do you have a valid driver's license?  1 Yes  2 No
27. Please check the box that best describes the household you live in.  
 1 There is a car available for every adult in the household  
 2 There are more adults than cars in the household  
 3 There are more cars than adults in the household

Thank you for your participation! To be eligible for the random drawing for two \$50 VISA gift cards, please provide your name and phone number so we may contact you if you win.

Name: \_\_\_\_\_

Phone number: \_\_\_\_\_

Exhibit A-2: Cotton Express Rider Survey Instrument (Spanish)




**Cotton Express Encuesta del Cliente**

¡Tu opinión es importante para nosotros. Esta es su oportunidad para ayudar a la Ciudad de Coolidge para planificar un mejor servicio por decirnos acerca de su uso del Cotton Express. Por favor tómese unos minutos para completar esta encuesta. Devuelva su formulario de la encuesta a el inspector y sea ingresado en una rifa para ganar una de las tarjetas de regalo Visa con valor de \$50. Gracias por su tiempo, y gracias por viajar en el Cotton Express!

La Fecha de hoy: \_\_\_\_\_ Hora: \_\_\_\_\_

**Sección 1: Cuéntenos de su viaje de hoy.**

- ¿Qué ruta está viajando hoy?  
 Ruta Azul     Ruta Rojo
- ¿Dónde bordo el auto bús hoy?  
 Cruce de calles: \_\_\_\_\_ y \_\_\_\_\_  
 Ubicación: \_\_\_\_\_
- ¿Bordo en una parada designada o hiciste una reserva del servicio desviado?  
 Parada designada     Servicio desviado
- ¿Dónde vas a bajar del autobús hoy?  
 Cruce de calles: \_\_\_\_\_ y \_\_\_\_\_  
 Ubicación: \_\_\_\_\_
- ¿Cómo llego a la parada de auto bús (o su ubicación de embarque) hoy?  
 Camine     Bicicleta  
 Maneje     Transferencia desde CART  
 Otro (especifique): \_\_\_\_\_
- ¿Cómo va a llegar a su destino final de hoy?  
 Caminar     Bicicleta  
 Manejar     Transferir a CART  
 Otro (especifique): \_\_\_\_\_
- ¿Cuál es su razón primaria por este viaje hoy?  
 Escuela     Trabajo  
 Social/recreación     Salud/Médico  
 Compras/mandados  
 Otro (especifique): \_\_\_\_\_
- ¿Cómo viajarías si Cotton Express no fuera disponible?  
 Manejo     Con un amigo/familia  
 Camino o Bicicleta     No viajaba  
 Otro (especifique): \_\_\_\_\_
- ¿En una semana típica cuántos días viajas en Cotton Express?  
 Menos de un día     1-2 días  
 3-4 días     5 días
- Típicamente, ¿cómo paga por su viaje en Cotton Express?  
 Efectivo (un viaje)     Tarifa diario  
 Tarifa mensual     CART tarifa diario local y regional  
 CART tarifa mensual local y regional
- ¿Cuál categoría de tarifa aplica a usted?  
 Adulto (edad 12+)     Niño (edad 3-11)  
 Tarifa del servicio desviado

**Sección 2: Díganos sobre nuestro servicio.**

- ¿Cuál de los siguientes mejores en el servicio son más importante a usted?  
 Servicio más frecuente  
 Horas de servicio /operación más temprano  
 Horas de servicio /operación más tarde  
 Servicio en el fin de semana  
 Destino(s) diferente(s) (especifique): \_\_\_\_\_  
 Otro (especifique): \_\_\_\_\_
- Si hicieran los mejores citados en la pregunta 11, ¿cómo afectarían la cantidad que viaja en el autobús?  
 Viajará más  
 Viajará lo mismo  
 Viajará menos
- ¿Cuál es su principal fuente de información del servicio de Cotton Express?  
 En la parada de autobús  
 Página web de la ciudad de Coolidge  
 Horario impreso  
 Chofer/en el autobús  
 Línea de información de la ciudad de Coolidge (520-723-7195)  
 Otro (especifique): \_\_\_\_\_

**15. Por favor califique los siguientes atributos de servicio.**

	Malo	Razonable	Bueno	Excelente
a. Frecuencia del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b. Tiempo requisito para viajar	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c. Horas de operación	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d. Comodidad abordó del vehículo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e. Seguridad abordó vehículo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
f. Tarifa o costo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
g. Seguridad en las paradas	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
h. Confiabilidad del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
i. Accesibilidad del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
j. Disponibilidad de información del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
k. Satisfacción en general	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

**Sección 3: Díganos sobre usted.**

- ¿Cuál es su código postal? \_\_\_\_\_
- ¿Cuánto tiempo has estado viajando en Cotton Express?  
 Menos de 6 meses     6 meses a un año  
 1-2 años     3-4 años  
 5 años o más
- ¿Cuál es su edad?  
 Menor de 18     18 a 34     35 a 64  
 65 o mayor     Prefiero no responder
- ¿Cuál es su género?  
 Hombre     Mujer     Prefiero no responder
- ¿Cuál es su raza/etnicidad? (marque todos que aplican)  
 Blanco     Hispano/Latino  
 Afroamericano/negro     Indio Americano  
 Asiático/Islandico Pacifico  
 Otro (especifique): \_\_\_\_\_
- Por favor indique que idioma se hablan en su hogar. (marque todos que aplican)  
 Inglés     Español  
 Otro (especifique): \_\_\_\_\_
- ¿Que fue su ingreso anual total de su hogar en 2014?  
 Menos de \$15,000     \$15,000 - \$34,999  
 \$35,000 - \$49,999     \$50,000 - \$74,999  
 \$75,000 o más     Prefiero no responder
- ¿Cuál es su situación laboral. (marque todos que aplican)  
 Empleado tiempo completo     Empleado tiempo parcial  
 Estudiante     Retirado  
 Trabajo en el hogar o ama de casa  
 Buscando trabajo  
 Prefiero no responder
- ¿Cuántas personas viven en su hogar?  
 1     2     3     4     5     6     7 o más
- ¿Tuviste un carro disponible para hacer este viaje?  
 Si     No
- ¿Tienes una licencia de conducir validad?     Si     No
- Por favor marque la caja que mejor describe el hogar donde vives:  
 Hay un caro para cada adulto disponible en el hogar en donde vivo  
 Hay más adultos que caros en el hogar donde vivo  
 Hay más caros que adultos en el hogar en donde vivo

¡Gracias por su participación! Para ser elegible para el sorteo al azar para do tarjetas de regalo Visa con valor \$50, por favor proporcione su nombre y número de teléfono para que podamos contactar usted si gana.

Nombre: \_\_\_\_\_

Número de teléfono: \_\_\_\_\_




**Central Arizona Regional Transit (CART) Rider Survey**

Your opinion is important to us! Here's your chance to help the City of Coolidge plan better service by telling us about your use of Central Arizona Regional Transit (CART). Please take a few minutes to complete this rider survey. Return your completed survey form to the surveyor and you'll be entered to win one of two \$50 VISA gift cards. Thank you for your time, and thanks for riding CART!

Today's Date \_\_\_\_\_ Time: \_\_\_\_\_

**Section 1: Tell us about your trip.**

- In which direction are you traveling today?**  
<sub>1</sub> Westbound    <sub>2</sub> Eastbound
- Where did you board the bus today?**  
 Cross streets: \_\_\_\_\_ & \_\_\_\_\_  
 Location: \_\_\_\_\_
- Did you board at a designated bus stop or did you make a flag stop request?**  
<sub>1</sub> Designated bus stop    <sub>2</sub> Flag stop request
- Where will you get off the bus today?**  
 Cross streets: \_\_\_\_\_ & \_\_\_\_\_  
 Location: \_\_\_\_\_
- How did you get to the bus stop (or your boarding location) today?**  
<sub>1</sub> Walked    <sub>2</sub> Rode a bike  
<sub>3</sub> Drove    <sub>4</sub> Transferred from Cotton Express  
<sub>5</sub> Other (specify): \_\_\_\_\_
- How will you get from this bus to your final destination today?**  
<sub>1</sub> Walk    <sub>2</sub> Ride a bike  
<sub>3</sub> Drive    <sub>4</sub> Transfer to Cotton Express  
<sub>5</sub> Other (specify): \_\_\_\_\_
- What is the primary purpose of today's trip?**  
<sub>1</sub> School    <sub>2</sub> Work  
<sub>3</sub> Social/recreation    <sub>4</sub> Healthcare  
<sub>5</sub> Shopping/personal errands  
<sub>6</sub> Other (specify): \_\_\_\_\_
- If CART were not available, how would you make this trip?**  
<sub>1</sub> Drive myself    <sub>2</sub> Ride with friend/family member  
<sub>3</sub> Walk or bike    <sub>4</sub> Would not make trip  
<sub>5</sub> Other (specify): \_\_\_\_\_
- In a typical week, how often do you ride CART?**  
<sub>1</sub> Less than 1 day    <sub>2</sub> 1-2 days  
<sub>3</sub> 3-4 days    <sub>4</sub> 5 days
- How do you typically pay for your CART trip?**  
<sub>1</sub> CART one-way fare    <sub>2</sub> CART daily fare  
<sub>3</sub> CART monthly fare    <sub>4</sub> Local & regional daily fare  
<sub>5</sub> Local & regional monthly fare
- What fare category typically applies to you?**  
<sub>1</sub> Adult (age 13+)    <sub>2</sub> Child (age 3-12) or student  
<sub>3</sub> Senior (age 55+)/disabled

**Section 2: Tell us about our service.**

- Which of the following service improvements is most important to you?**  
<sub>1</sub> More frequent service  
<sub>2</sub> Earlier operating/service hours  
<sub>3</sub> Later operating/service hours  
<sub>4</sub> Weekend service  
<sub>5</sub> Different destination(s) (specify): \_\_\_\_\_  
<sub>6</sub> Other (specify): \_\_\_\_\_
- If the improvement cited in Question 11 were made, how would it affect how much you ride?**  
<sub>1</sub> I would ride more  
<sub>2</sub> I would ride about the same  
<sub>3</sub> I would ride less
- What is your primary source of CART service information?**  
<sub>1</sub> At the bus stop  
<sub>2</sub> Online (City of Coolidge website)  
<sub>3</sub> Online (CART website)  
<sub>4</sub> Printed schedule brochure  
<sub>5</sub> Driver/on the bus  
<sub>6</sub> City of Coolidge information line (520-723-7195)  
<sub>7</sub> Other (specify): \_\_\_\_\_

**Section 3: Tell us about yourself.**

- What is your home zip code?** \_\_\_\_\_
- How long have you been riding CART?**  
<sub>1</sub> Less than 6 months    <sub>2</sub> 6 months to 1 year  
<sub>3</sub> 1-2 years    <sub>4</sub> 3-4 years  
<sub>5</sub> More than 4 years
- What is your age?**  
<sub>1</sub> Under 18    <sub>2</sub> 18-34 years  
<sub>3</sub> 35-64 years    <sub>4</sub> 65 years or older  
<sub>5</sub> Decline to respond
- What is your gender?**  
<sub>1</sub> Male    <sub>2</sub> Female    <sub>3</sub> Decline to respond
- What is your race/ethnicity? (check all that apply)**  
<sub>1</sub> White  
<sub>2</sub> Hispanic/Latino  
<sub>3</sub> Black/African-American  
<sub>4</sub> Native American/American Indian  
<sub>5</sub> Asian/Pacific Islander  
<sub>6</sub> Other (specify): \_\_\_\_\_
- Please indicate what languages are spoken in your home. (check all that apply)**  
<sub>1</sub> English    <sub>2</sub> Spanish  
<sub>3</sub> Other (specify): \_\_\_\_\_
- What was your total household income in 2014?**  
<sub>1</sub> Less than \$15,000    <sub>2</sub> \$15,000 - \$34,999  
<sub>3</sub> \$35,000 - \$49,999    <sub>4</sub> \$50,000 - \$74,999  
<sub>5</sub> \$75,000 or higher    <sub>6</sub> Decline to respond
- Please indicate your employment status. (check all that apply)**  
<sub>1</sub> Employed full-time    <sub>2</sub> Employed part-time  
<sub>3</sub> Student    <sub>4</sub> Retired  
<sub>5</sub> Work at home or homemaker  
<sub>6</sub> Not employed/seeking employment  
<sub>7</sub> Decline to respond
- How many people live in your household?**  
<sub>1</sub> 1    <sub>2</sub> 2    <sub>3</sub> 3    <sub>4</sub> 4    <sub>5</sub> 5    <sub>6</sub> 6    <sub>7</sub> 7 or more
- Did you have a car or other personal vehicle to make this trip today?**    <sub>1</sub> Yes    <sub>2</sub> No
- Do you have a valid driver's license?**    <sub>1</sub> Yes    <sub>2</sub> No
- Please check the box that best describes the household you live in.**  
<sub>1</sub> There is a car available for every adult in the household  
<sub>2</sub> There are more adults than cars in the household  
<sub>3</sub> There are more cars than adults in the household

**15. Please rate the following service attributes.**

	Poor	Fair	Good	Excellent
a. Service frequency	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Time it takes to travel	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Operating hours	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Comfort onboard vehicle	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Safety onboard vehicle	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Fare or cost	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Safety at bus stops	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
h. Reliability of service	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
i. Accessibility of service	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
j. Availability of service info	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
k. Overall satisfaction	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

**Thank you for your participation! To be eligible for the random drawing for two \$50 VISA gift cards, please provide your name and phone number so we may contact you if you win.**

Name: \_\_\_\_\_  
 Phone number: \_\_\_\_\_




**Central Arizona Regional Transito (CART) del Cliente**

¡Tu opinión es importante para nosotros! Esta es su oportunidad para ayudar a la Ciudad de Coolidge para planificar un mejor servicio por decirnos acerca de su uso del Central Arizona Regional Transito (CART). Por favor tómeselo unos minutos para completar esta encuesta. Devuelva la encuesta a el inspector y sea ingresado en una rifa para ganar una de las tarjetas de regalo Visa con valor de \$50. Gracias por su tiempo, y gracias por viajar en el CART!

La Fecha de hoy: \_\_\_\_\_ Hora: \_\_\_\_\_

**Sección 1: Cuéntenos de su viaje de hoy.**

- ¿En qué dirección es su viaje hoy?  
 1 Oeste     2 Este
- ¿Dónde bordo el autobús hoy?  
 Cruce de calles: \_\_\_\_\_ y \_\_\_\_\_  
 Ubicación: \_\_\_\_\_
- ¿Bordo en una parada designada o solicitada una parada?  
 1 Parada designada     2 Parada solicitada
- ¿Dónde vas a bajar del autobús hoy?  
 Cruce de calles: \_\_\_\_\_ y \_\_\_\_\_  
 Ubicación: \_\_\_\_\_
- ¿Cómo llego a la parada de autobús (o su ubicación de embarque) hoy?  
 1 Camine     2 Bicicleta  
 3 Maneje     4 Transferencia desde Cotton Express  
 5 Otro (especifique): \_\_\_\_\_
- ¿Cómo va a llegar a su destino final de hoy?  
 1 Caminar     2 Bicicleta  
 3 Manejar     4 Transferir a Cotton Express  
 5 Otro (especifique): \_\_\_\_\_
- ¿Cuál es su razón primaria por este viaje hoy?  
 1 Escuela     2 Trabajo  
 3 Social/recreación     4 Salud/Médico  
 5 Compras/mandados  
 6 Otro (especifique): \_\_\_\_\_
- ¿Cómo viajarías si CART no fuera disponible?  
 1 Manejo     2 Con un amigo/familia  
 3 Camino o Bicicleta     4 No viajaba  
 5 Otro (especifique): \_\_\_\_\_
- ¿En una semana típica cuántos días viajas en CART?  
 1 Menos de un día     2 1-2 días  
 3 3-4 días     4 5 días
- Típicamente, ¿cómo paga por su viaje en Cotton Express?  
 1 Efectivo (un viaje)     2 CART tarifa diario  
 3 CART tarifa mensual     4 Tarifa diario local y regional  
 5 Tarifa mensual local y regional
- ¿Cuál categoría de tarifa aplica a usted?  
 1 Adulto (edad 12+)     2 Niño (edad 3-11)  
 3 Tarifa del servicio desviado

**Sección 2: Díganos sobre nuestro servicio.**

- ¿Cuál de los siguientes mejores en el servicio son más importante a usted?  
 1 Servicio más frecuente  
 2 Horas de servicio/operación más temprano  
 3 Horas de servicio/operación más tarde  
 4 Servicio en el fin de semana  
 5 Destino(s) diferente(s) (especifique): \_\_\_\_\_  
 6 Otro (especifique): \_\_\_\_\_
- Si hicieran los mejores citados en la pregunta 11, ¿cómo afectaría la cantidad que viaja en el autobús?  
 1 Viajará más  
 2 Viajará lo mismo  
 3 Viajará menos
- ¿Cuál es su principal fuente de información del servicio de CART?  
 1 En la parada de autobús  
 2 Pagina web de la ciudad de Coolidge  
 3 Pagina web de CART  
 4 Horario impreso  
 5 Chofer/en el autobús  
 6 Línea de información de la ciudad de Coolidge (520-723-7195)  
 7 Otro (especifique): \_\_\_\_\_

**Sección 3: Díganos sobre usted.**

- ¿Qué es su código postal? \_\_\_\_\_
- ¿Cuánto tiempo has estado viajando en CART?  
 1 Menos de 6 meses     2 6 meses a un año  
 3 1-2 años     4 3-4 años  
 5 4 años o más
- ¿Cuál es su edad?  
 1 Menor de 18     2 18 a 34     3 35 a 64  
 4 65 o mayor     5 Prefiero no responder
- ¿Cuál es su género?  
 1 Hombre     2 Mujer     3 Prefiero no responder
- ¿Cuál es su raza/etnicidad? (marque todos que aplican)  
 1 Blanco     2 Hispano/Latino  
 3 Afroamericano/negro     4 Indio Americano  
 5 Asiático/Islandico Pacifico  
 6 Otro (especifique): \_\_\_\_\_
- Por favor indique que idiomas se hablan en su hogar. (marque todos que aplican)  
 1 Ingles     2 Español  
 3 Otro (especifique): \_\_\_\_\_
- ¿Que fue su ingreso anual total de su hogar en 2014?  
 1 Menos de \$15,000     2 \$15,000 - \$34,999  
 3 \$35,000 - \$49,999     4 \$50,000 - \$74,999  
 5 \$75,000 o más     6 Prefiero no responder
- ¿Cuál es su situación laboral. (marque todos que aplican)  
 1 Empleado tiempo completo     2 Empleado tiempo parcial  
 3 Estudiante     4 Retirado  
 5 Trabajo en el hogar o ama de casa  
 6 Buscando trabajo  
 7 Prefiero no responder
- ¿Cuántas personas viven en su hogar?  
 1 1     2 2     3 3     4 4     5 5     6 6     7 7 o mas
- ¿Tuviste un vehículo disponible para hacer este viaje?  
 1 Sí     2 No
- ¿Tienes una licencia validad de conducir?     1 Sí     2 No
- Por favor marque la caja que mejor describe el hogar donde vives:  
 1 Hay un caro para cada adulto disponible en el hogar en donde vivo  
 2 Hay más adultos que caros en el hogar donde vivo  
 3 Hay más caros que adultos en el hogar en donde vivo

¡Gracias por su participación! Para ser elegible para el sorteo al azar para dos tarjetas de regalo Visa con valor \$50, por favor proporcione su nombre y número de teléfono para que podamos contactar usted si gana.

Nombre: \_\_\_\_\_  
 Número de teléfono: \_\_\_\_\_

15. Por favor califique los siguientes atributos de servicio.

	Malo	Razonable	Bueno	Excelente
a. Frecuencia del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b. Tiempo requisito para viajar	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c. Horas de operación	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d. Comodidad a bordo del vehículo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e. Seguridad abordó vehículo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
f. Tarifa o costo	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
g. Seguridad en las paradas	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
h. Confiabilidad del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
i. Accesibilidad del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
j. Disponibilidad de información del servicio	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
k. Satisfacción en general	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Exhibit A-5: Community (Non-Rider) Survey Instrument (English)



**COTTON EXPRESS**

Central Arizona Regional Transit



**CART**

**Linking Pinal 2016 Community Survey**



Your opinion matters! Here's your chance to help Cotton Express and Central Arizona Regional Transit better serve your community. Please take a few minutes to complete this survey, and as a "thank you" you'll be entered in a random drawing for one of two \$50 VISA gift cards. **Complete survey by March 4.**

- Have you used the public bus system in the past 90 days?
  - No >>> Please go to Question 2.
  - Yes, Cotton Express >>> Please go to **Section A - Cotton Express.**
  - Yes, CART >>> Please go to **Section B - CART.**
  - Yes, both Cotton Express and CART >>> Please complete **BOTH Section A - Cotton Express and Section B - CART.**
- What is the primary reason you do not use Cotton Express or CART? Please select one answer only.
  - I prefer to use a personal vehicle.
  - I prefer to bike.
  - I prefer to walk.
  - It's too expensive.
  - It doesn't go where I need to travel.
  - Other (specify): \_\_\_\_\_

>>> Please go to **Section C - General Questions.**

**Section A - Cotton Express**

- What is your most common destination? Please provide an exact address or nearest cross-streets.
 

\_\_\_\_\_
- What is your most common trip purpose?
  - School  Work
  - Social/recreation  Healthcare
  - Shopping/personal errands
  - Other (specify): \_\_\_\_\_
- Please rate Cotton Express on the following:
 

	Poor	Fair	Good	Excellent
Service frequency				
Time it takes to travel				
Operating hours				
Comfort onboard bus				
Comfort at bus stops				
Safety onboard bus				
Fare/cost				
Safety at bus stops				
Reliability of service (meets schedule)				
Accessibility of service				
Availability of service info				
Overall satisfaction				

**Section B - CART**

- What is your most common destination? Please provide an exact address or nearest cross-streets.
 

\_\_\_\_\_
- What is your most common trip purpose?
  - School  Work
  - Social/recreation  Healthcare
  - Shopping/personal errands
  - Other (specify): \_\_\_\_\_

**Thank you for your participation! To be entered in the random drawing for a \$50 VISA gift card, please provide:**

Your Name: \_\_\_\_\_ Phone Number: \_\_\_\_\_



**COTTON EXPRESS**

Central Arizona Regional Transit



**CART**

**Linking Pinal 2016 Community Survey**



**Section C - General Questions**

Exhibit A-6: Community (Non-Rider) Survey Instrument (Spanish)



### Encuesta Comunal Linking Pinal 2016



¡Tú opinión es importante! Esta es su oportunidad para ayudar Cotton Express y Central Arizona Regional Transit servir mejor a su comunidad. Por favor tómese unos minutos para completar esta encuesta, y como un "gracias" entrarás en un sorteo al azar para uno de dos tarjetas de regalo VISA con valor de \$50. **Complete la encuesta antes del 4 de Marzo.**

**1. ¿Ha viajado en servicio de autobús en los últimos 90 días?**

- No >>> Por favor vaya a la pregunta 2.
- Sí, Cotton Express  
>>> Por favor vaya a la **Sección A - Cotton Express.**
- Sí, CART  
>>> Por favor vaya a la **Sección B - CART.**
- Sí, ambos Cotton Express y CART  
>>> Por favor completa **AMBOS Sección A - Cotton Express y Sección B - CART.**

**2. ¿Cuál es la razón principal por la que usted no utiliza el servicio de Cotton Express o CART? Por favor seleccione sólo una respuesta.**

- Prefiero utilizar un vehículo personal.
- Prefiero ir en bicicleta.
- Prefiero caminar.
- Es demasiado caro.
- Otro (especifique): \_\_\_\_\_

>>> Por favor vaya a la **Sección C - Preguntas Generales.**

#### Sección A - Cotton Express

**3. ¿Cuál es su destino más común? Proporcione una dirección exacta o cruces de calles más cercanas.** \_\_\_\_\_

**4. ¿Cuál fue su propósito más común de viajar?**

- Escuela  Trabajo
- Social/recreación  Cuidado de salud
- Compras/mandados personales
- Otro (especifique): \_\_\_\_\_

**5. Por favor calificar los siguientes:**

	Pobre	Justo	Bueno	Excelente
Frecuencia del servicio				
Duración del viaje				
Horas de operación				
Comodidad a bordo el autobús				
Comodidad en las paradas				
Seguridad a bordo el autobús				
Tarifa/costo				
Seguridad en las paradas				
Confiable del servicio (a la hora previsto)				
Accesibilidad del servicio				
Disponibilidad de información del servicio				
Satisfacción en general				

#### Sección B - CART

**6. ¿Cuál es su destino más común? Proporcione una dirección exacta o cruces de calles más cercanas.** \_\_\_\_\_

**7. ¿Cuál fue su propósito más común de viajar?**

- Escuela  Trabajo
- Social/recreación  Cuidado de salud
- Compras/mandados personales
- Otro (especifique): \_\_\_\_\_

¡Gracias por su participación! Para participar en el sorteo al azar para una tarjeta de regalo VISA con valor de \$50, por favor indique:

Nombre: \_\_\_\_\_

Número de Teléfono: \_\_\_\_\_

**8. Por favor calificar los siguientes:**

	Pobre	Justo	Bueno	Excelente
Frecuencia del servicio				
Duración del viaje				
Horas de operación				
Comodidad a bordo el autobús				
Comodidad en las paradas				
Seguridad a bordo el autobús				
Tarifa/costo				
Seguridad en las paradas				
Confiable del servicio (a la hora previsto)				
Accesibilidad del servicio				
Disponibilidad de información del servicio				
Satisfacción en general				

#### Sección C - Preguntas Generales

**9. ¿Cómo impacto tendría los siguientes cambios en el uso del servicio de autobús público?**

	Viajará en Cotton Express más.	Viajará en CART más.	No cambio en mi comportamiento.
Servicio más frecuente			
Servicio más temprano			
Servicio más tarde			
Servicio en fin de semana			
Destino diferente(s)			

**a. Por favor explique qué destinos específicos pueden aumentar su uso:** \_\_\_\_\_

**b. Si hay algo no mencionado anteriormente que puede aumentar su uso de Cotton Express o CART, por favor especifíquelo aquí:** \_\_\_\_\_

**10. ¿Cuál es el código postal de su hogar?** \_\_\_\_\_

**11. ¿Tiene acceso a un vehículo personal?**

- Sí  No

**12. ¿Cuál de las siguientes opciones te describe?**

- Empleado tiempo-completo  
Por favor proporcione el código postal de su trabajo: \_\_\_\_\_
- Empleado tiempo-parcial  
Por favor proporcione el código postal de su trabajo: \_\_\_\_\_
- Estudiante tiempo-completo  
Por favor proporcione el nombre de escuela: \_\_\_\_\_
- Estudiante tiempo-parcial  
Por favor proporcione el nombre de escuela: \_\_\_\_\_
- Retirado
- Prefiero no responder

**13. ¿Cree que el público debe seguir financiando servicio de autobús local y regional?**  Sí  No

**14. Comentarios adicionales:** \_\_\_\_\_