



CASA GRANDE

CAC

COOLIDGE

FLORENCE

**CENTRAL ARIZONA
REGIONAL TRANSIT
ROUTE OPTIMIZATION
STUDY**

OCTOBER 2022

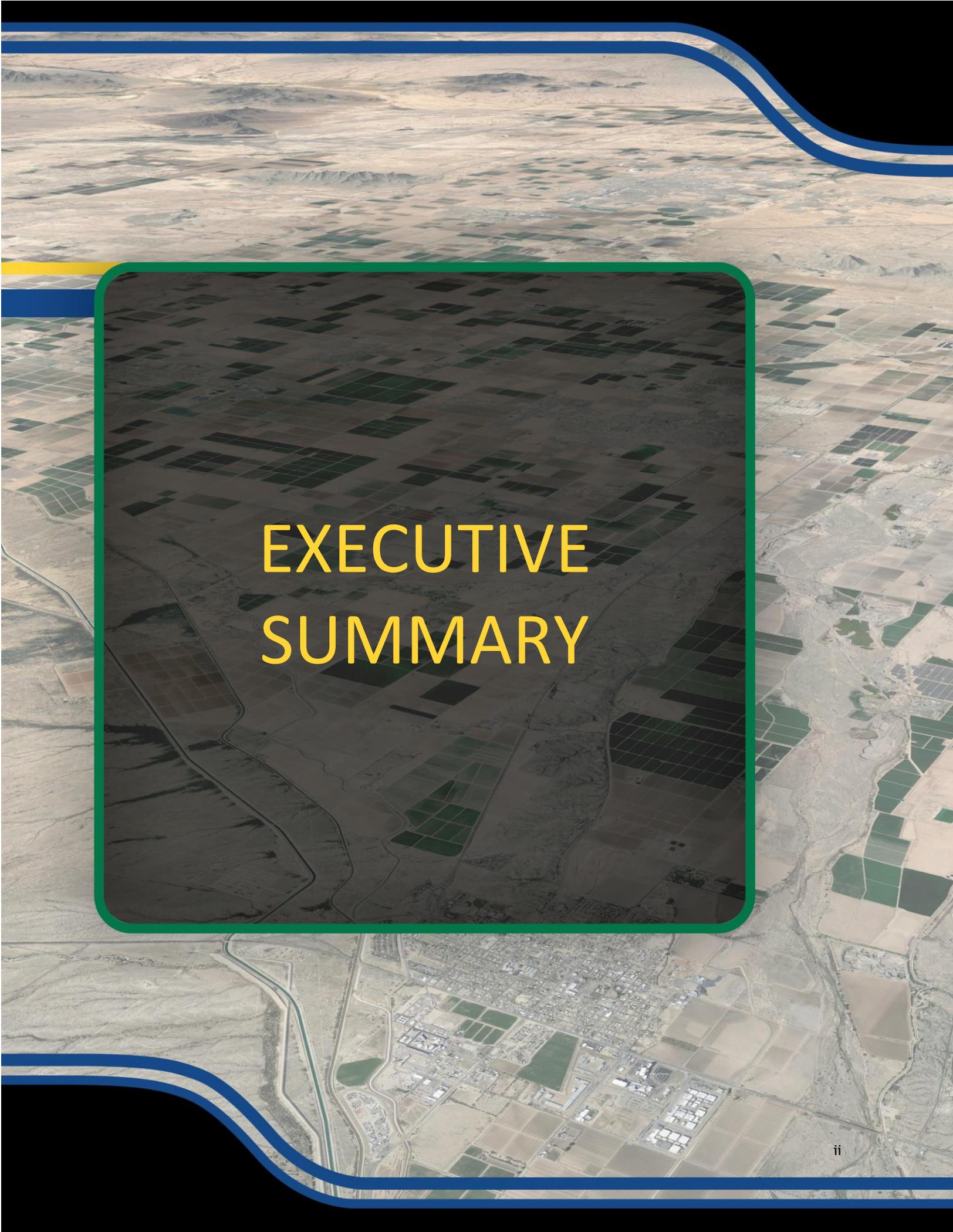


Kimley»»Horn



Table of Contents

- Executive Summary iii**
 - Introduction..... iii
 - Goals and Objectives..... iii
 - Existing Conditions Key Takeawaysiv
 - Administrative Review Key Takeawaysvi
 - Near-Term Service Recommendations (One to Four Years)vi
 - Long-Term Vision (Five to 10 Years).....ix
- 1. Introduction..... 2**
 - Goals and Objectives..... 2
 - Planning Process 3
 - Study Area..... 3
 - Existing CART Service Overview..... 5
 - Other Recent Transit Studies 7
- 2. Public and Stakeholder Engagement..... 9**
 - Limited English Proficiency Four Factor Analysis 9
 - Transit Public Surveys..... 9
 - Public Open House..... 12
 - Stakeholder Involvement 14
- 3. Existing Conditions..... 16**
 - Fleet Management..... 16
 - Fares 16
 - System Performance 17
 - Transit Propensity 24
 - Key Takeaways 26
- 4. Administrative Review 29**
 - Historical Administrative Costs..... 29
 - Administrative Cost by Expense Type 30
 - Key Takeaways 31
- 5. Alternatives Analysis 33**
 - Change Service Times 34
 - Greyhound Accessibility 35
 - Coolidge Walmart Accessibility..... 36
 - Casa Grande Route Alternatives 38
 - Key Takeaways 45
- 6. Implementation Plan 48**
 - Near-Term Recommendations (One to Four Years) 48
 - Long-Term Vision (Five to 10 Years)..... 53

An aerial photograph of a vast agricultural landscape, showing a grid of fields in various shades of green and brown. A central text box with a green border is overlaid on the image. The text 'EXECUTIVE SUMMARY' is written in large, bold, yellow capital letters. The background image is framed by blue decorative borders at the top and bottom, and a yellow border on the left side.

EXECUTIVE SUMMARY

Executive Summary

Introduction

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

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

Goals and Objectives

Goals of the CART Route Optimization Study are:



Evaluate the current system, including the current routing, ridership, where transit is most needed, and how CART compares to similar systems.



Identify constraints of CART's staff, vehicle inventory, and funding to recommend improvements to the efficiency of the CART route.



Evaluate the existing organizational structure of the City of Coolidge Transit staff and associated administrative activities to potentially reduce time or cost of administration of the CART system.



Design marketing materials meant to aid the City of Coolidge in increasing awareness and ultimately ridership of the CART system.

Existing Conditions Key Takeaways

To evaluate the key takeaways provided throughout this document, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis has been conducted to identify where to focus on developing recommendations that can feasibly be addressed by CART and the City of Coolidge. **Figure 1** shows the overall structure of SWOT analyses and the following sections organize key takeaways into the four groupings.

Figure 1. SWOT Analysis Components





Strengths

Strengths of the CART system include:

- CART already serves many of the areas within the study area with a high propensity for transit, based on demographics and proximity to major activity centers.
- In the 2016 Coolidge Transit Study survey, 70% of riders reported the service frequency as good or excellent and 84% of riders said CART's reliability was good or excellent.
- Many respondents to the 2016 and 2021 surveys indicated that additional service hours, during the weekend in particular, would increase their likelihood of riding CART.

Weaknesses

Weaknesses of the CART system include:

- CART has two vehicles that are beyond their Federal Transit Administration (FTA)-designated Useful Life Benchmark (ULB).
- CART is underperforming the peer system average in the performance metrics that were evaluated, which included annual ridership, annual revenue miles, revenue miles per capita, passengers per revenue mile, cost per revenue mile, cost per trip, and farebox recovery ratio.
- Eloy has a relatively high propensity for transit but is not served by CART other than the transfer point to Greyhound in the far northwestern part of the city.
- In the 2016 Coolidge Transit Study Survey and 2021 Coolidge Transit Survey, riders and non-riders indicated their biggest complaints about CART surrounded the limited hours of operation, long travel times, and limited destinations served.

Opportunities

Opportunities of the CART system include:

- In the 2021 Coolidge Transit Survey, 93% of respondents were aware that transit services are available, indicating that there is a general awareness of transit in the region. Over 50% of respondents had seen CART marketing materials in the past 90 days.

Threats

Threats of the CART system include:

- CART's service area covers a large area with isolated population centers, causing a large amount of revenue miles that have limited potential for transit ridership.
- Eloy (and Arizona City per the Eloy Transit Framework Study) has areas of strong transit propensity, but the high-propensity areas are isolated from CART's existing service corridors.
- In the 2016 Coolidge Transit Study Survey and 2021 Transit Survey, non-riders indicated that their primary reason for not riding CART was that they had a preference to drive their own personal vehicles.



Administrative Review Key Takeaways

Following review of historical administrative costs for the CART route and costs by expense type, it was determined that there are no immediate actions to reduce administrative cost of the service. Key takeaways include:

- CART has done an excellent job controlling administrative costs from 2017 to 2021, increasing only 5%. Of the overall increase, 58% are costs within CART's control.
- CART has made a substantial effort to reduce costs within their control. CART staff salary was reduced by 5%, reducing the largest expense. Although the percent increase in certain administrative costs seem high, professional services and marketing/advertising for example, the actual increase is very small in total dollars, \$3,970 and \$520, respectively.
- Although CART's administrative cost percentage is above 25%, the minimal increase in administrative costs is mostly due to expenses outside of CART's control. A reduction in administrative expenses to the 25% level amounts to only ~ \$1,600 annually.
- CART's administrative costs are not solely allocated to CART but are a percentage of the total transit administrative costs for the City of Coolidge transit services, making CART's administrative costs 1/3 of combined administrative costs for Cotton Express, CART, and demand-response service.

Near-Term Service Recommendations (One to Four Years)

Near-term recommendations comprise service recommendations and associated transitional marketing materials. Service recommendations include:

Route Times. The AM Commuter and Run 5 are to be removed from the proposed service. To serve riders commuting from Casa Grande to Florence, Run 1 will begin at 5:30 AM at the Pinal County Complex in Casa Grande, to access the Florence Pinal County Complex by 7:00 AM.

Elimination of Connection to Greyhound Service. It is recommended that CART eliminates connection to Greyhound Service, resulting in removal of the Love's Gas Station stop in Eloy.

Addition of Walmart stop in Coolidge. Servicing the Walmart in Coolidge has been added to both the eastbound and westbound routes as a near-term solution.

Casa Grande Service Alteration. The Promenade Mall and Trezell/Florence stops should be removed and replaced with the Fry's Plaza and a Downtown Casa Grande stop near Peart Park. The alternation would also allow CART to utilize Henness Road on the eastbound route between Florence Boulevard and Cottonwood Drive to avoid the often-congested Florence Boulevard interchange with I-10.

The recommended schedule and route are shown in **Table 1** and **Figure 2**.

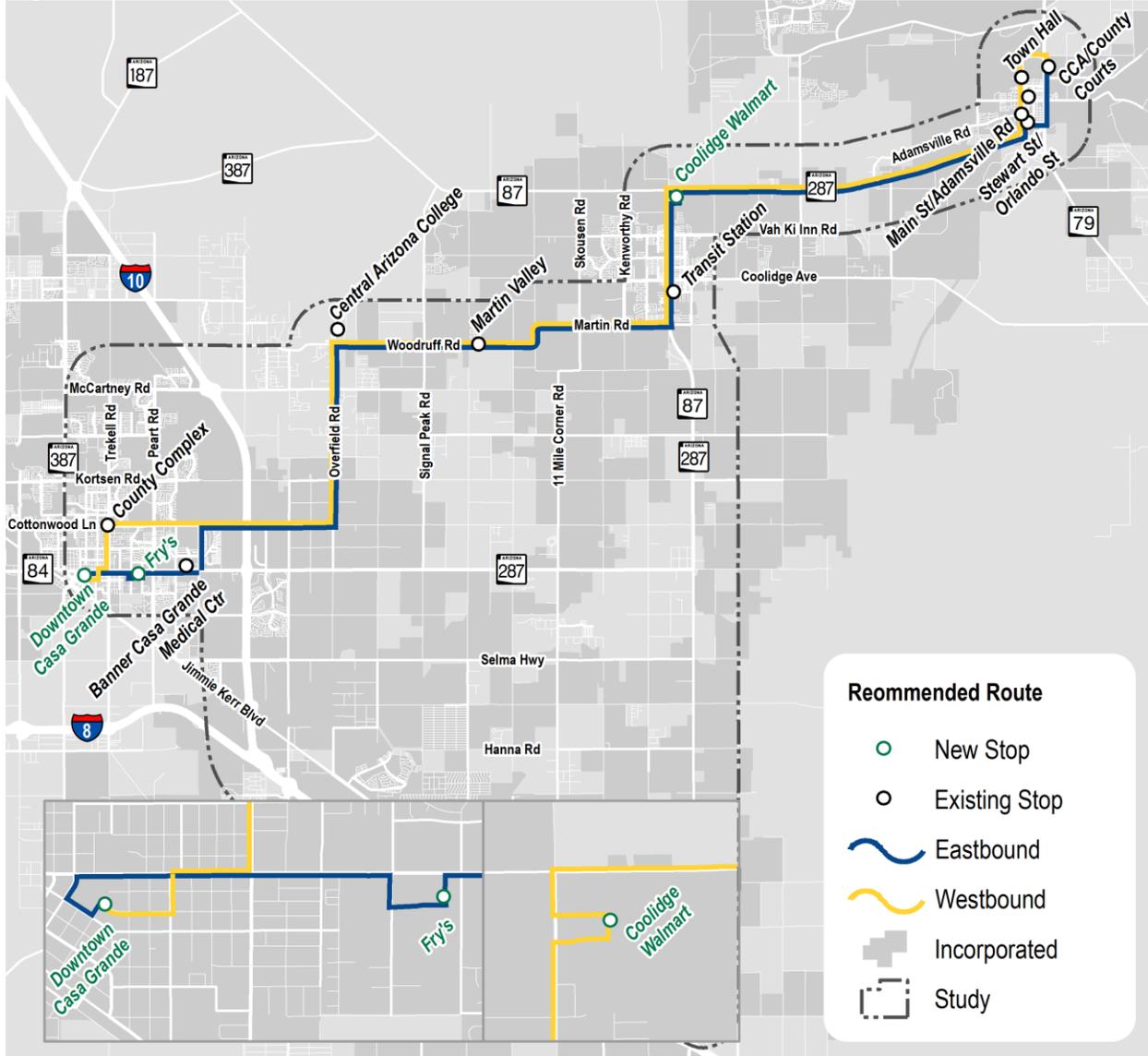
Table 1. CART Recommended Schedule

Westbound Route						
Town Hall - Florence	-	6:57 AM	9:31 AM	12:05 PM	2:39 PM	5:13 PM
County Complex - Florence	-	7:00 AM	9:34 AM	12:08 PM	2:42 PM	5:16 PM
Main Street/Adamsville Road	-	7:02 AM	9:36 AM	12:10 PM	2:44 PM	5:18 PM
Coolidge Walmart	-	7:16 AM	9:50 AM	12:24 PM	2:58 PM	5:32 PM
Transit Station - Coolidge	5:00 AM	7:29 AM	10:03 AM	12:37 PM	3:11 PM	5:45 PM
Martin Valley	-	7:37 AM	10:11 AM	12:45 PM	3:19 PM	5:53 PM
Central Arizona College	-	7:46 AM	10:20 AM	12:54 PM	3:28 PM	6:02 PM
County Complex - Casa Grande	5:30 AM	8:04 AM	10:38 AM	1:12 PM	3:46 PM	6:20 PM
Downtown Casa Grande	5:36 AM	8:10 AM	10:44 AM	1:18 PM	3:52 PM	6:26 PM
Eastbound Route						
Fry's Plaza	5:43 AM	8:17 AM	10:51 AM	1:25 PM	3:59 PM	6:33 PM
Banner Casa Grande Med Center	5:47 AM	8:21 AM	10:55 AM	1:29 PM	4:03 PM	6:37 PM
Central Arizona College	6:02 AM	8:36 AM	11:10 AM	1:44 PM	4:18 PM	6:52 PM
Martin Valley	6:08 AM	8:42 AM	11:16 AM	1:50 PM	4:24 PM	6:58 PM
Transit Station - Coolidge	6:27 AM	9:01 AM	11:35 AM	2:09 PM	4:43 PM	7:08 PM
Coolidge Walmart	6:36 AM	9:10 AM	11:44 AM	2:18 PM	4:52 PM	-
Stewart Street/Orlando Street	6:48 AM	9:22 AM	11:56 AM	2:30 PM	5:04 PM	-
Pinal County Courts - Florence	6:54 AM	9:28 AM	12:02 PM	2:36 PM	5:10 PM	-

Note: The CART bus will leave the Coolidge Transit Station at 5:00 AM for service to begin at the Pinal County Complex – Casa Grande at 5:30 AM.



Figure 2. CART Recommended Route



Long-Term Vision (Five to 10 Years)

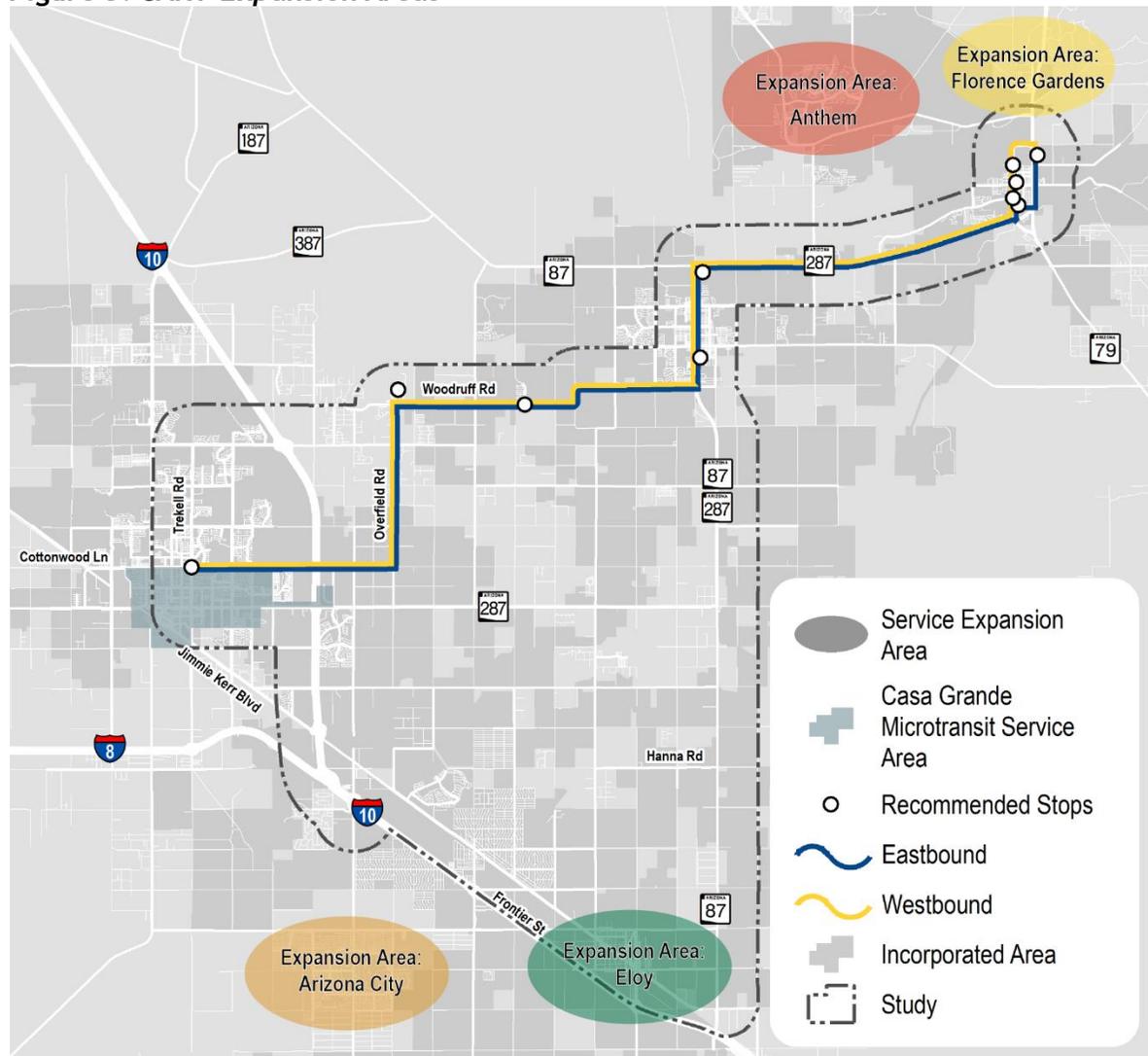
Long-term recommendations for the service include:

Elimination of Service to Casa Grande. The City of Casa Grande’s microtransit system is anticipated to begin operation in early 2023. After this service is established, the City of Coolidge should work with the City of Casa Grande to evaluate eliminating CART service in Casa Grande and have riders transfer to the microtransit service to provide more direct access to their destinations.

Additional Expansion Opportunities. Following implementation of short-term recommendations, potential expansion areas could include the areas below and are shown in **Figure 3**, which are listed in relative order of priority:

1. Eloy and SR 87 employment corridor
2. Florence Gardens
3. Arizona City
4. Anthem at Merrill Ranch

Figure 3. CART Expansion Areas



An aerial photograph of a vast agricultural landscape, likely a valley or plain, showing a grid of fields and irrigation canals. The terrain is a mix of brown, tan, and green, indicating different crops and soil types. In the foreground, a town or city is visible, with buildings and a more structured layout. The background shows rolling hills and a clear sky. A large, dark green rounded rectangle is superimposed over the center of the image, containing the word 'INTRODUCTION' in yellow capital letters. The entire image is framed by a blue border with a wavy, decorative edge.

INTRODUCTION

1. Introduction

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

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Goals and Objectives

Goals of the CART Route Optimization Study are:



Evaluate the current system, including the current routing, ridership, where transit is most needed, and how CART compares to similar systems.



Identify constraints of CART's staff, vehicle inventory, and funding to recommend improvements to the efficiency of the CART route.



Evaluate the existing organizational structure of the City of Coolidge Transit staff and associated administrative activities to potentially reduce time or cost of administration of the CART system.



Design marketing materials meant to aid the City of Coolidge in increasing awareness and ultimately ridership of the CART system.

Specific objectives and project steps include:

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

Planning Process

The planning process to develop the CART Route Optimization Study is shown in **Figure 4**. To begin the process of recommendation development, the existing performance and conditions of the system were reviewed to determine strengths and weaknesses of the route. From the identified strengths and weaknesses, possible route alternatives were developed and assessed to determine those that were most beneficial for the route’s goals. The selected alternatives were then formed into recommendations to formulate an updated service route and schedule. These recommendations were formulated into an implementation plan over the span of five years. These planning processes and outcome will be explored within this document.

Figure 4. Planning Process

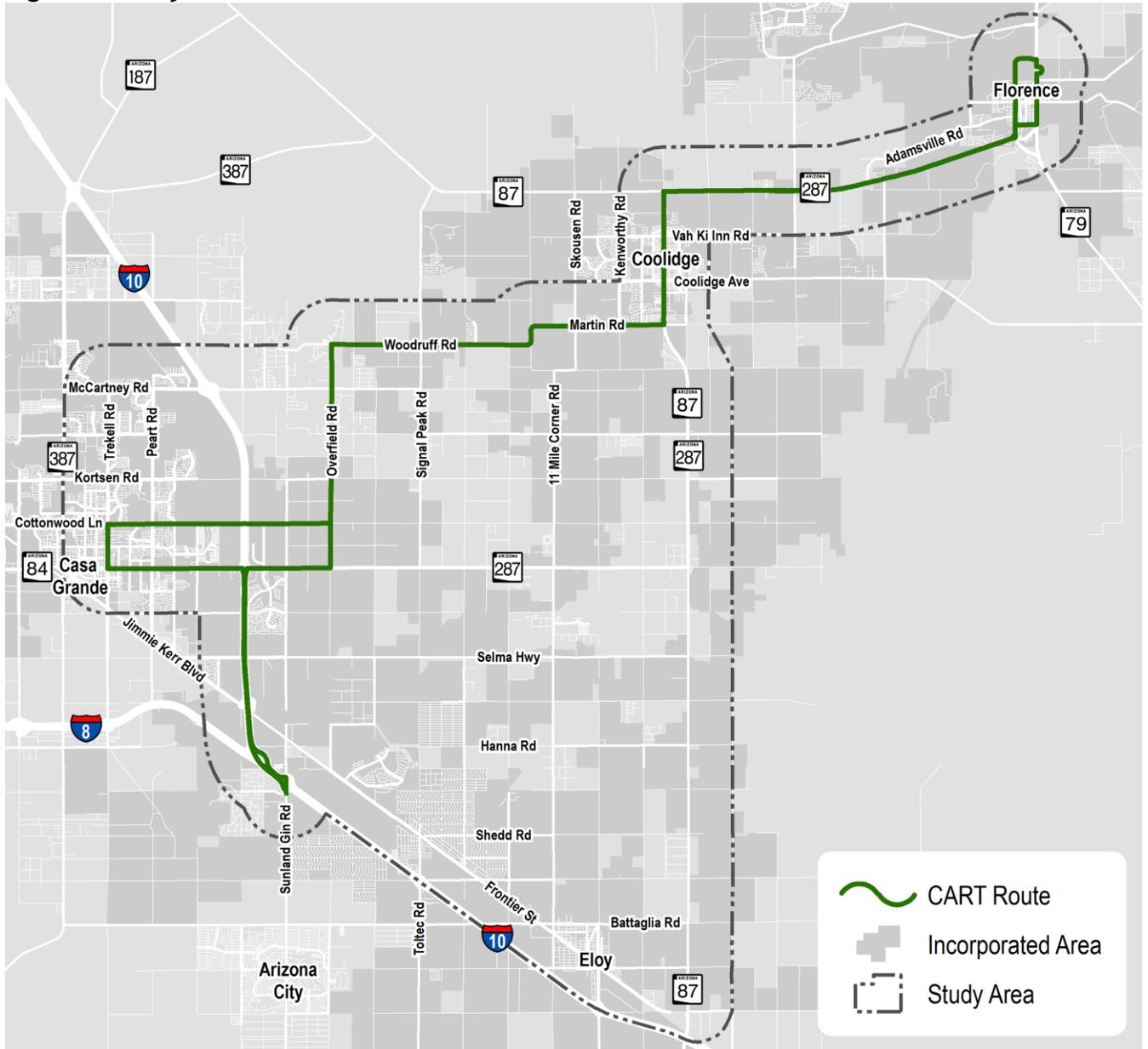


Study Area

Figure 5 shows the study area and the existing CART route alignment. The CART Route Optimization Study area includes portions of the cities of Coolidge, Casa Grande, and Eloy, as well as a portion of the Town of Florence and unincorporated Pinal County. The study area consists of a one-mile buffer around the CART route alignment, with two additional pieces:

- The area along McCartney Road and Trezell Road north and west of the existing alignment where CART service has historically run.
- The area east of the existing CART route and north of Interstate 10 (I-10) to incorporate much of Eloy and southern Coolidge. This area was included because there is a demonstrated need for additional transit service between Eloy and Coolidge in the SCMPO Eloy Transit Feasibility Study.

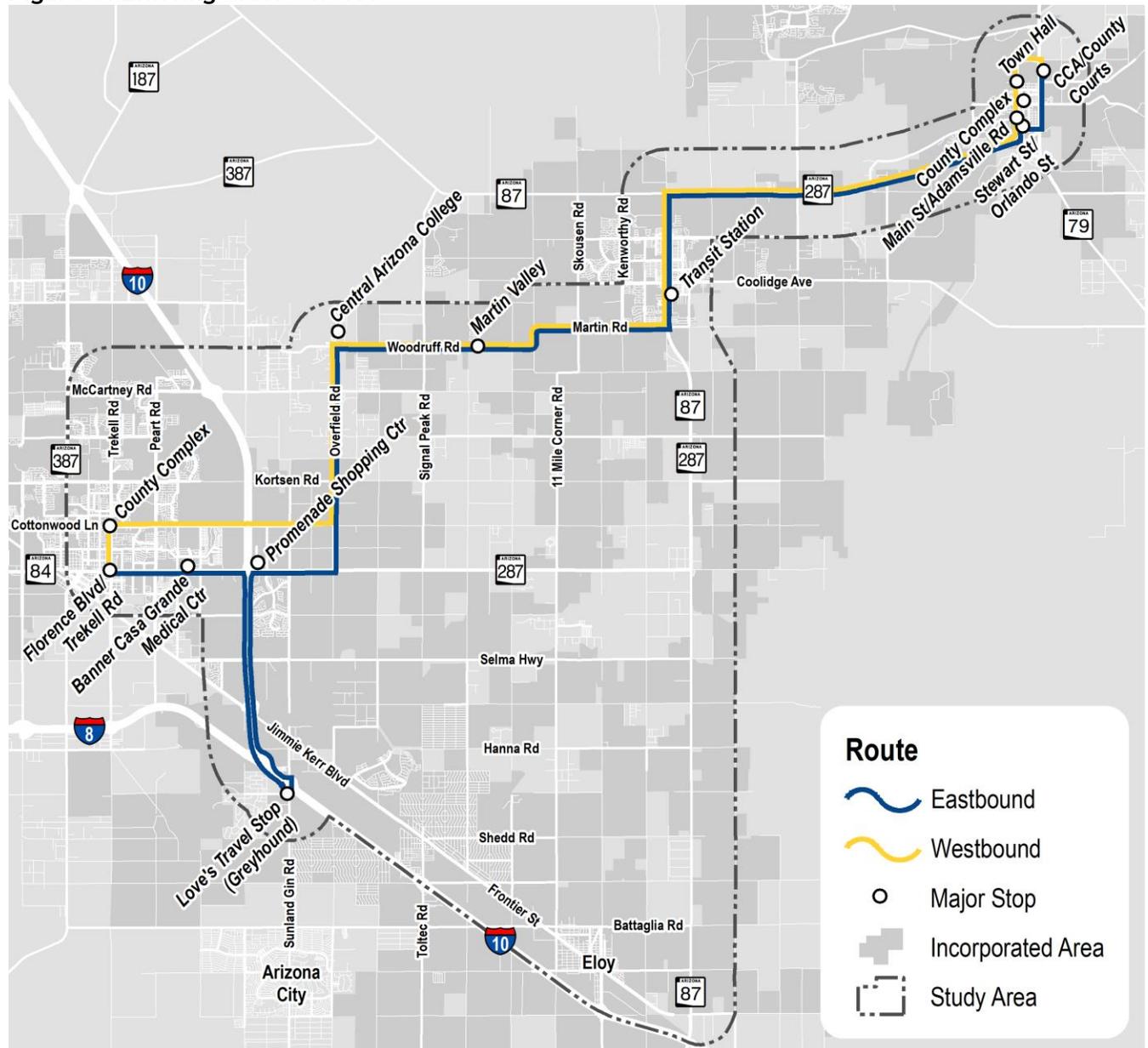
Figure 5. Study Area



Existing CART Service Overview

CART is a fixed-route service that connects the cities of Coolidge, Casa Grande, and Eloy, the Town of Florence, and unincorporated Pinal County between these areas. The service is divided into two routes: Eastbound and Westbound, as shown in **Figure 6**. The Eastbound route begins at the intersection of Florence Boulevard and Trekell Road in central Casa Grande and ends at the Pinal County Courts Complex in Florence. The Westbound Route has the opposite starting and ending locations, forming a loop between the two routes.

Figure 6. Existing CART Service





CENTRAL ARIZONA REGIONAL TRANSIT ROUTE OPTIMIZATION STUDY

There are five loops of the Eastbound and Westbound routes each day, which take approximately 2.5 hours each. **Table 2** provides the schedule for the five standard loops on the Eastbound and Westbound routes.

Table 2. CART Schedule

Westbound Route						
Town Hall - Florence	-	7:04 AM	9:50 AM	12:36 PM	3:22 PM	6:10 PM
County Complex - Florence	-	7:07 AM	9:53 AM	12:39 PM	3:25 PM	6:13 PM
Main Street/Adamsville Road	-	7:10 AM	9:56 AM	12:42 PM	3:28 PM	6:16 PM
Transit Station - Coolidge	-	7:30 AM	10:16 AM	1:02 PM	3:50 PM	6:36 PM
Martin Valley	-	7:40 AM	10:26 AM	1:12 PM	4:00 PM	6:46 PM
Central Arizona College	-	7:50 AM	10:36 AM	1:22 PM	4:10 PM	6:56 PM
County Complex - Casa Grande	-	8:07 AM	10:53 AM	1:39 PM	4:27 PM	7:13 PM
Florence Boulevard/Trekell Road	-	8:12 AM	10:58 AM	1:44 PM	4:32 PM	7:18 PM
Eastbound Route						
Banner Casa Grande Medical Center	-	8:21 AM	11:07 AM	1:53 PM	4:41 PM	7:27 PM
Love's Travel Stop (Greyhound)	-	8:36 AM	11:22 AM	2:08 PM	4:57 PM	7:42 PM
Promenade Shopping Center	-	8:47 AM	11:33 AM	2:19 PM	5:07 PM	7:53 PM
Central Arizona College	-	9:00 AM	11:46 AM	2:32 PM	5:20 PM	8:06 PM
Martin Valley	-	9:06 AM	11:52 AM	2:38 PM	5:26 PM	8:12 PM
Transit Station - Coolidge	6:35 AM	9:21 AM	12:07 PM	2:53 PM	5:41 PM	8:22 PM
Stewart Street/Orlando Street	6:53 AM	9:39 AM	12:25 PM	3:11 PM	5:59 PM	-
CCA/County Courts	7:00 AM	9:46 AM	12:32 PM	3:18 PM	6:06 PM	-

In addition to the standard Eastbound and Westbound routes, CART runs two Commuter routes each day, one in the morning and one in the afternoon. The Commuter routes follow the same alignment as the Eastbound and Westbound routes, except for the diversion on I-10 to the Love's Travel Stop to access Greyhound service. **Table 3** provides the schedule for the AM and PM Commuter routes.

Table 3. CART Commuter Route Schedule

AM Commuter Route		PM Commuter Route	
Transit Station - Coolidge	5:05 AM	Transit Station - Coolidge	4:40 PM
County Complex - Casa Grande	5:37 AM	Stewart Street/Orlando Street	4:58 PM
Banner Casa Grande Medical Center	5:49 AM	CCA/County Courts	5:04 PM
Promenade Shopping Center	5:54 AM	Town Hall - Florence	5:04 PM
Transit Station - Coolidge	6:19 AM	County Complex - Florence	5:11 PM
Stewart Street/Orlando Street	6:37 AM	Main Street/Adamsville Road	5:13 PM
CCA/County Courts	6:41 AM	Transit Station - Coolidge	5:32 PM
Town Hall - Florence	6:45 PM	Promenade Shopping Center	6:01 PM
County Complex - Florence	6:47 AM	Banner Casa Grande Medical Center	6:08 PM
Main Street/Adamsville Road	6:49 AM	County Complex - Casa Grande	6:23 PM
Transit Station - Coolidge	7:07 AM	Transit Station - Coolidge	6:59 PM

Other Recent Transit Studies

Eloy Transit Feasibility Study (2019)

The Eloy Transit Feasibility Study explored the city’s current transit needs and identified opportunities to improve transit readiness for future services. Goals of the study included:

- Provide internal and external mobility for the residents of Eloy
- Implement cost-effective transit opportunities where need exists
- Provide efficient pick-up and drop-off services to riders on time and at established intervals

The study resulted in a short-term transit plan for the Town, identifying key destinations within central Eloy, and connecting to Toltec, Robson, and Casa Grande at Promenade Mall, Banner Health, and Walmart. The feasibility study identifies a need for transit service connecting downtown Eloy and shares the importance of partnership with CART to provide service to the area and connection to the region.

Casa Grande Transit Development Plan (2019)

The City of Casa Grande performed a comprehensive Transit Development Plan which evaluated existing and future conditions, developed short-term recommendations, and created a long-term vision for transit in the city. The primary short-term recommendation was to implement a deviated fixed-route service but after plan completion, the City pursued a demand-response system serving central Casa Grande. This service will accommodate short-distance trips with curb-to-curb service.

As a result of the Transit Development Plan and further discussion, the City of Casa Grande is implementing the recommended demand-response transit service. The demand-response service area is shown in **Figure 7**. The proposed service area will encompass the existing stops CART maintains in Casa Grande.

Figure 7. Casa Grande Demand-Response Service Area



An aerial photograph of a vast agricultural landscape, showing a grid of rectangular fields in various shades of brown, tan, and green. A central text box with a green border is overlaid on the image. The text is in a bold, yellow, sans-serif font. The background image is framed by a blue border with a wavy, organic shape at the top and bottom.

PUBLIC AND STAKEHOLDER ENGAGEMENT



2. Public and Stakeholder Engagement

This study incorporated a robust community outreach process to obtain public and stakeholder input for the streamlined CART service. A comprehensive public and stakeholder engagement process is important because it allows an agency to ensure that the recommendations are reflective of the public’s needs and wants. Public engagement efforts include a review of historical transit public surveys, release of rider and non-rider surveys, stakeholder meetings, and a public open house.

Limited English Proficiency Four Factor Analysis

A Limited English Proficiency (LEP) Four Factor Analysis was conducted early in the study process to determine if public engagement materials needed to be provided in any languages other than English. The FTA sets standards for when materials need to be provided in additional languages. The CART study area was compared to these standards, and it was determined that public engagement materials should be provided in Spanish in addition to English.

Transit Public Surveys

A variety of public engagement has been performed to identify the community’s use of CART and what factors may be stopping people from utilizing CART more. Previous and current public engagement efforts were assessed to determine trends in needs of those within the community and CART ridership. The following public engagement efforts are summarized below:

Coolidge Transit Study Survey (2016)

For the 2016 Coolidge Transit Plan, two surveys were released to assess opinions of CART riders and community members: the CART On-Board Survey and Community (Non-Rider) Survey.

City of Coolidge Transit Rider Survey (2021)

In 2021, the City of Coolidge released a transit rider survey to track transit ridership within the community, including ridership of both CART and Cotton Express.

Eloy Transit Feasibility Study (2019)

For the Eloy Transit Feasibility study, a survey and online mapping commentary was released to gather input from the community. The survey was distributed using various stations throughout the community with paper copies as well as online versions.

Casa Grande Transit Development Plan (2019)

In 2017, initial transit alternatives were presented to the public through online interactive mapping, allowing community members to pinpoint areas of interest on the map and provide comments on specific locations.



2016 Coolidge Transit Study Survey

For the 2016 Coolidge Transit Plan, two surveys were released to understand the public's experience with transit in Coolidge, including an On-Board Rider Survey and a Community (Non-Rider) Survey.

Key takeaways included:

- The majority of riders were satisfied with service frequency and reliability.
- Less than 40% of riders reported that hours of operations travel time needed improvement.
- The majority of respondents received service information at the bus stop or from a bus driver.
- Most non-riders reported that the CART route does not go where they need to travel and offering more destinations would make non-riders more inclined to use the service.
- One-fourth of non-rider respondents reported that they are unsatisfied with the time the route takes and its operating hours.

Eloy Transit Feasibility Study

The Eloy Transit Feasibility Study conducted a variety of public engagement opportunities to supplement the development of the study. From the public open house, community members noted that there is a need for service to the Greyhound Bus Station. Comments also included public support of partnerships with CART. The survey showed that the most popular destinations for regional service would be to access Casa Grande, specifically Walmart, medical services, and Fry's.

Casa Grande Transit Development Plan

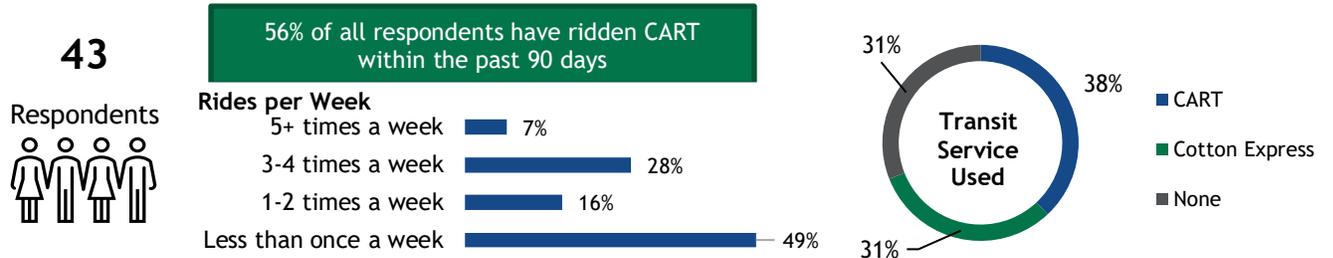
To assess the alternatives identified in the feasibility study, the City of Casa Grande used an interactive mapping tool to gain public comment. Users were able to view the proposed routes and note comments on each alternative on the map by placing a point at an area of interest. Key takeaways included:

- Need for service in the downtown area to capture nearby neighborhoods and access to social services, specifically implementation of a downtown loop
- Need for more service to the neighborhoods adjacent to Pinal Avenue
- The City needs to service the areas that CART does not reach, rather than trying to compete for ridership at the same locations

Resident input in the Casa Grande Transit Development Plan shows an overall need for service of Downtown Casa Grande and shows a need for CART's existing route to be considered as Casa Grande develops a transit implementation plan. Service on Pinal Avenue was deferred to a later phase of implementation to focus more on the Florence Boulevard corridor.

2021 City of Coolidge Transit Rider Survey

The 2021 Coolidge Transit Rider survey is the latest in an ongoing, annual survey of riders meant to allow the City to better understand the community's use of CART and Cotton Express. Surveys were available in paper and virtual format. The virtual survey was developed in a platform that allowed for instant translation into numerous languages. The paper survey was provided in English only, but translation help was available upon request.



Respondents reported changes that are most likely to influence them to ride CART are:



Respondents were asked to rate their overall satisfaction with the service, ranging from **Poor**, **Fair**, **Good**, and **Excellent**.



Key Takeaways

Key takeaways from the 2021 City of Coolidge Rider and Non-Rider Surveys is below:

- Although 93% of respondents were aware that transit opportunities are available, only 56% have ridden transit in the past 90 days, with CART accounting for majority of the ridership among the City's services.
- Of those who do not ride public transit, respondents mostly travel by vehicle and would be more likely to ride CART if service was more frequent, especially weekend service.
- Respondents that do ride CART typically use the service less than once a week, with only 28% of respondents riding transit three to four times a week.
- Trips are most frequently used for work and shopping, each accounting for 40% of responses.
- All service categories surveyed were most commonly rated excellent satisfaction, besides Operating Hours, which performed with 31% of responses reporting excellent satisfaction.
- Only 12% of respondents reported poor satisfaction for Service Reliability.
- Over half of respondents have been exposed to CART marketing materials within the past 90 days, and information on the transit route is most accessed online or from a printed schedule brochure. Information at the bus stop is least used to obtain transit service information.

Public Open House

On September 28, 2022, a public open house was conducted to communicate the findings of the study to the public. The public meeting was held from 4:00 PM to 6:00 PM at the Coolidge City Council Chamber which is located adjacent to the Coolidge Transit Center to allow CART riders to easily access the open house. The facility was fully Americans with Disabilities Act (ADA) accessible, and signage was provided in both English and Spanish to direct attendees to the meeting space. Title VI materials in both English and Spanish were also provided at the meeting.



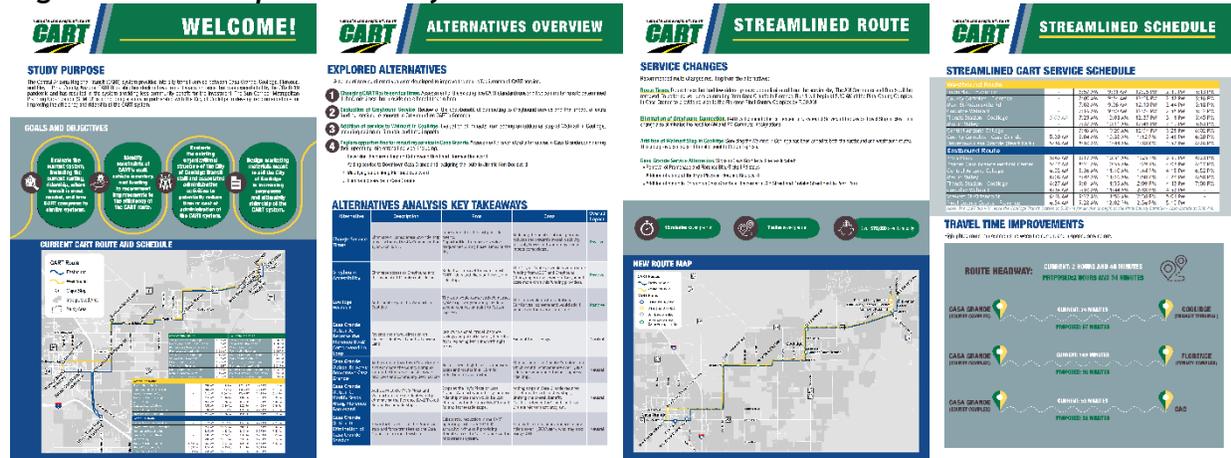
The public open house was advertised through several types of media, including:

- **Local newspapers.** The open house was advertised in the Saturday edition of the Casa Grande Dispatch and the Coolidge Examiner website.
- **Social media.** The open house was advertised through the City of Coolidge’s Facebook account and a link to a fact sheet (both in English and Spanish) containing information on the project and open house was provided.
- **On buses.** Notices were printed and placed on buses to alert riders of the open house. Meeting attendees were also offered free rides on CART to access the open house.
- **At the Coolidge Transit Center.** A large notice was placed at the Coolidge Transit Center to alert CART and Cotton Express riders to the open house.

Four informational boards were developed to explain the study process and short-term recommendations to the public as shown in **Figure 8**. Informational board content included:

- **Welcome.** The study purpose, goals and objectives, and the existing CART map and schedule.
- **Alternatives Overview.** High-level information on the service alternatives that were analyzed and a pros, cons, and overall impact table of each of the alternatives.
- **Streamlined Route.** The short-term recommended changes to the existing CART route, a summary of the major benefits of the recommendations, and a map of the proposed streamlined service.
- **Streamlined Schedule.** The proposed streamlined schedule for CART service as well as key travel times that will be reduced as a result of the service changes.

Figure 8. Public Open House Informational Board Screenshots



Project Team staff were available to guide the public through the informational boards and answer any questions the public had. Five members of the public attended the open house to learn about the study recommendations.



Stakeholder Involvement

A project-specific Technical Advisory Committee (TAC) was developed to guide study decision-making at key points throughout the planning process. The TAC was made up of the CART Transit Advisory Committee as well as additional staff from CART's funding partners; the cities of Coolidge and Casa Grande, the Town of Florence, and Pinal County, as well as the City of Eloy and the Arizona Department of Transportation (ADOT). The TAC met three times throughout the study:

- **November 2021.** The first TAC meeting provided the group with an overview of the planning process and gathered feedback on current CART strengths and shortcomings.
- **March 2022.** The TAC was presented with the results of the Existing Conditions Analysis and was asked to provide input into potential improvement alternatives to be evaluated during the Alternatives Analysis process.
- **July 2022.** The TAC was presented with the results of the Alternatives Analysis and was asked to confirm the recommendations that would be included in the final plan.

In addition to the TAC meetings, additional meetings and presentations were held to keep regional stakeholders informed on the study, including:

- A meeting on May 31, 2022, with the ADOT Transit Manager to confirm that the alternatives being evaluated as part of the study were acceptable to ADOT, who funds CART service via federal funds.
- A presentation on September 26, 2022, during a study session of the Coolidge City Council to present the study process and draft findings to allow the City Council to comment and provide buy-in on the study's recommendations.
- A presentation to the SCMPO Executive Board on November 8, 2022, to present the study process and draft findings for comment and confirmation. Two comments arose from this meeting:
 - The project team should evaluate moving the recommended short-term CART alignment off Trekell Road between the County Complex and Downtown Casa Grande stops. However, after further evaluation by the City of Coolidge transit staff, it was determined that the short-term alignment should stay on Trekell Road due to constraints on other north-south corridors in the area.
 - The future CART expansion areas should be given a relative priority to show that Eloy and the SR 87 employment corridor between Coolidge and Eloy is a higher priority than other areas due to the demonstrated transit need in Eloy.



EXISTING CONDITIONS

3. Existing Conditions

Fleet Management

CART has a fleet of five medium-duty buses. The agency owns one additional nonrevenue vehicle. The Federal Transit Administration (FTA) sets a default benchmark to determine the state of good repair for vehicle fleets, called the Useful Life Benchmark (ULB). States can either choose to use FTA’s default ULB or can determine their own applicable benchmarks. The State of Arizona has opted to use FTA’s default benchmark, using both years and/or mileage to determine the replacement of a vehicle. The ULB of a vehicle is dependent on the vehicle type and assesses each vehicle by mileage and/or service years. Medium-duty buses have a ULB of seven years or a total mileage of 200,000, the useful life mileage (ULM) of the vehicle type.

CART’s existing fleet of five vehicles has three vehicles that have not reached their ULB with two vehicles exceeding ULB, as shown in **Table 4**.

Note: No peer analysis was performed for fleet management as fleet and ULB information is not readily available through the National Transit Database (NTD).

Table 4. CART Revenue Vehicles Remaining Service Life

Vehicle	Year	Mileage	Maximum ULM	Remaining ULM	Maximum ULB (Years)	Years in Service	Remaining Service Life
Vehicle 12	2013	366,890	200,000	-83%	7	9	-2
Vehicle 13*	2013	436,747		-118%		9	-2
Vehicle 14	2018	136,271		32%		4	3
Vehicle 15	2021	28,549		86%		1	6
Vehicle 16	2021	27,417		86%		1	6

**To be removed from fleet once approval from ADOT is received.*

Fares

CART fares are dependent on the characteristics of the rider; there are fares specific to children 12 and under, students, adults, and senior or disabled citizens. Fares also are dependent on the type of ride. CART users can purchase fare for a one-way trip, daily, or monthly use. The associated fares for each rider and fare combination are shown in **Table 5**. Among peer systems, CART provides a wide variety of fare options for its users compared to peer systems, although CART’s daily fare exceeded the average among peer systems.

Table 5. CART Route Fares

Fare	One-Way Fare	Daily Fare	Month Fare
Ages 2 and Under	Free		
Children 12 and Under or Students	\$1.00	\$2.00	\$30.00
Adults (Ages 13-54)	\$2.00	\$4.00	\$60.00
Senior (55 and older)/Disabled	\$2.00	\$4.00	\$60.00

System Performance

Peer System Identification

Peer system candidates were identified to compare CART’s performance to routes with similar characteristics. Candidates for peer systems were identified by filtering agencies reporting to NTD by commuter bus routes with similar service characteristics. A range of geographic locations were chosen to accurately compare the route to peer systems across the West. The peer systems are identified below, with brief descriptions of the agencies and their commonalities with CART.

Madera County Connection Transit (MCCT), Madera, CA

Rural Resources Community Action (RRCA), Colville, WA

Columbia Area Transit (CAT), Hood River, OR



Overview of Performance Indicators

Nine performance indicators were examined to assess the performance of the existing CART service:

- Fleet Management
- Annual Ridership
- Ridership by Stop
- Revenue Miles per Capita
- Passengers per Revenue Mile
- Cost per Revenue Mile
- Cost per Trip
- Fares

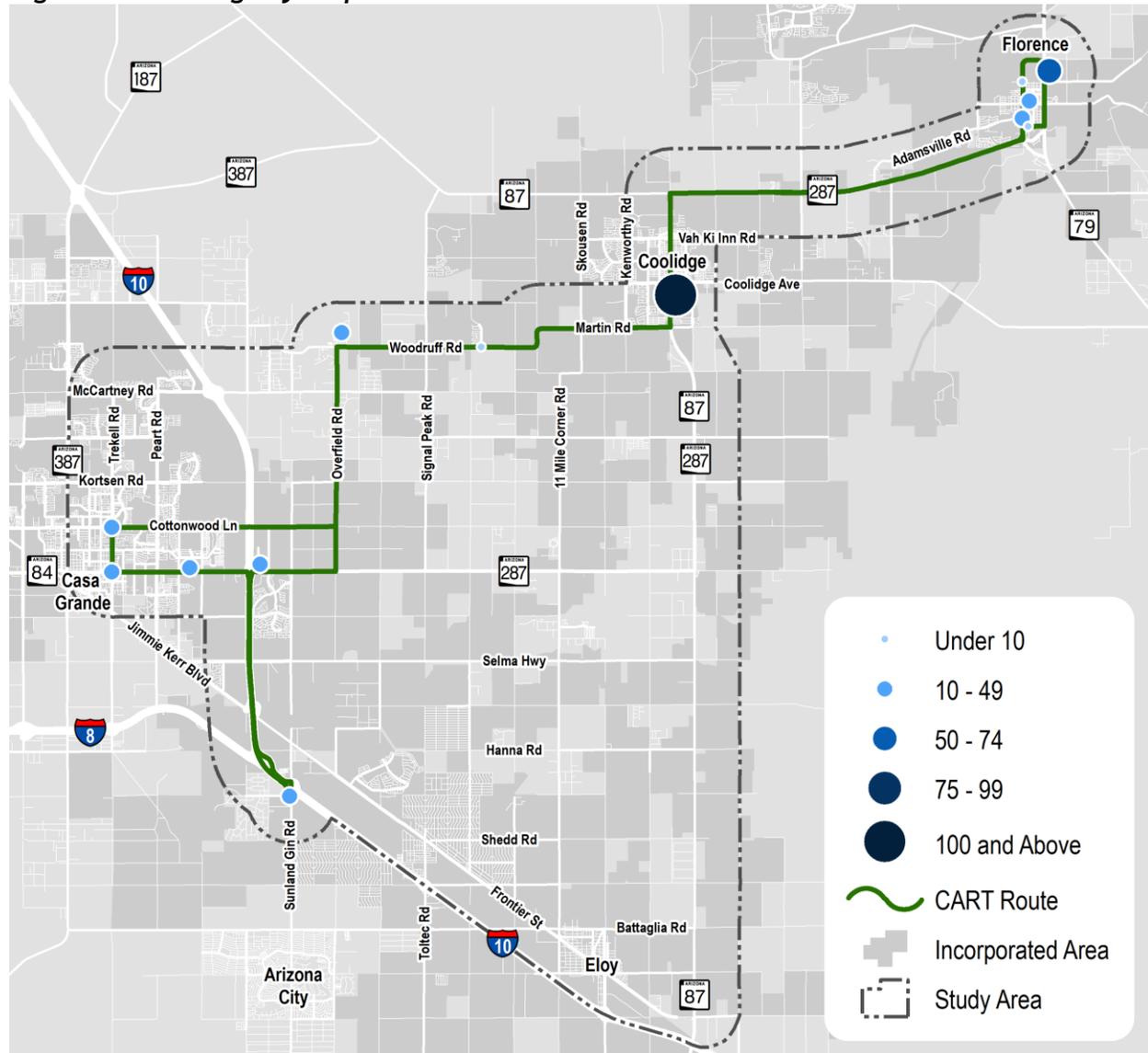
Data used to assess each performance indicator is based on data provided by CART that is reported to the NTD and is confirmed through monthly reports from CART to ADOT. NTD data reporting is based on the fiscal year and is standardized across agencies, allowing for accurate peer system analysis.

Data from NTD was collected for a five-year period, spanning from 2015 to 2019. The year 2020 was included separately due to the impact of the COVID-19 Pandemic. NTD data was also used to identify four peer systems.

Ridership by Stop

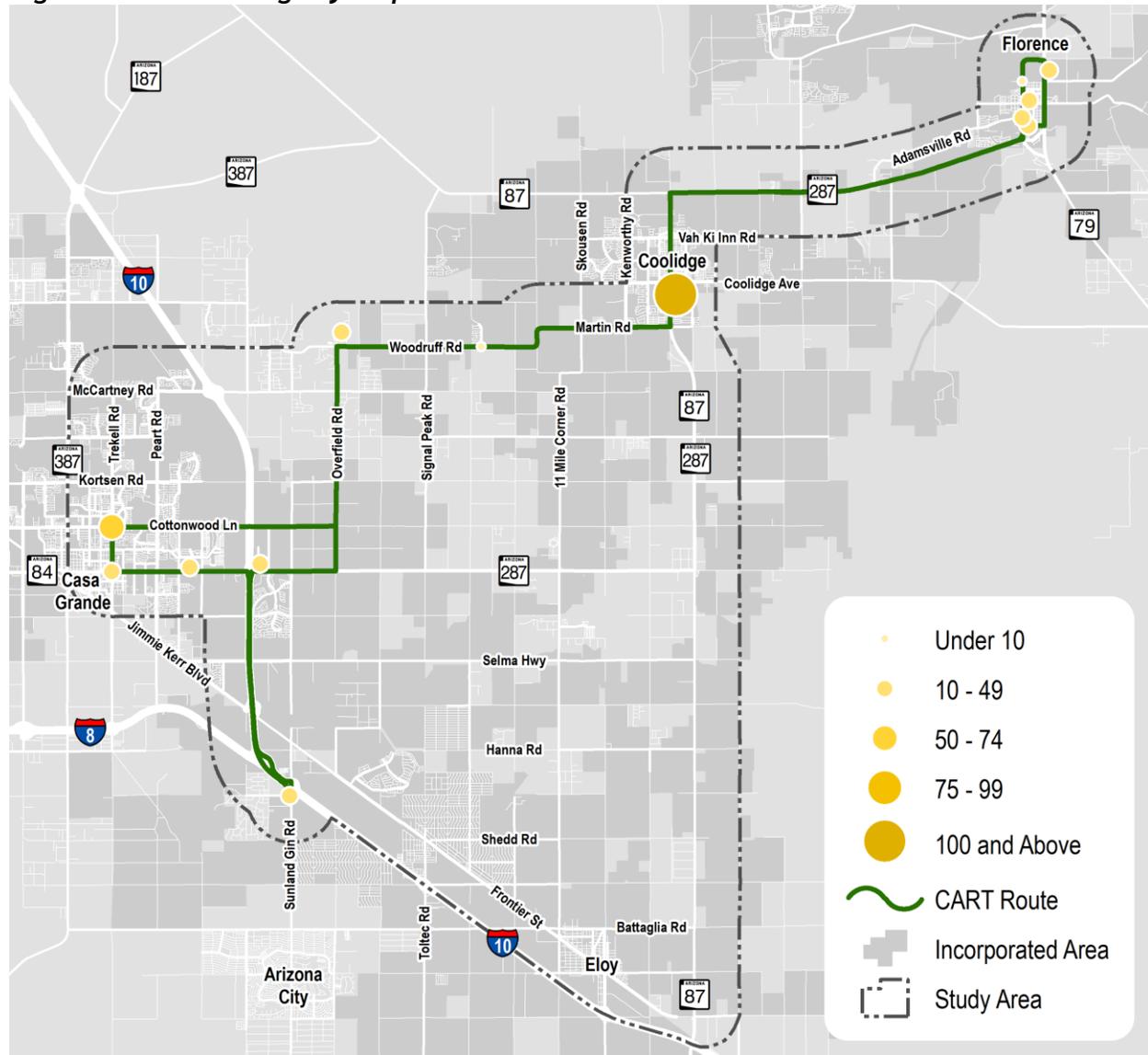
Monthly boardings and deboardings were analyzed to observe ridership at each stop throughout the route and boardings are shown in **Figure 9**. Data was utilized from October of 2021 for a sample of typical monthly ridership. Ridership was highest at the Transit Station in central Coolidge, with the next highest boardings at Pinal County Courts and the County Complex in Casa Grande. Lowest boardings were at Stewart Street/Orlando Street, Martin Valley, and the Florence Library.

Figure 9. Boardings by Stop



Deboardings were highest at the Transit Station in Central Coolidge, with 240 riders deboarding over the course of a month. The County Complex in Casa Grande, and the stop at Banner Casa Grande Medical Center, also had relatively high deboardings. The lowest deboardings were observed at the Florence Library and Martin Valley, where one and zero deboardings were observed, respectively. Deboardings by stop is shown in Figure 10.

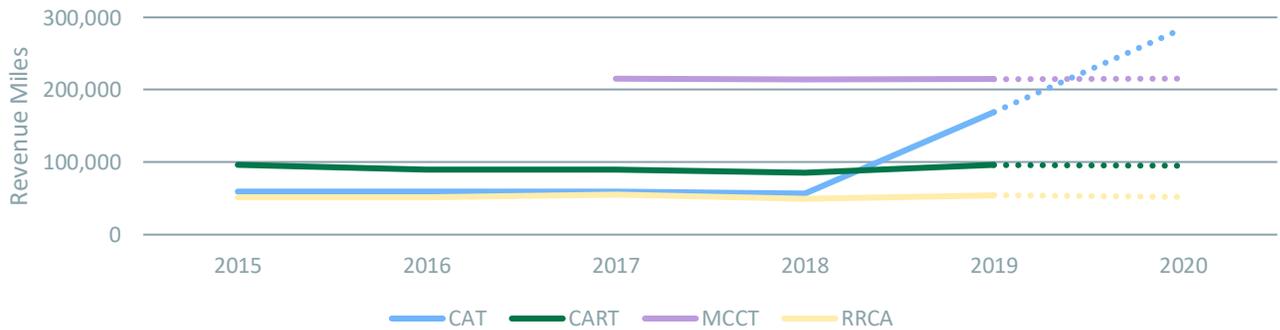
Figure 10. Deboardings by Stop



Revenue Miles per Year

Revenue miles per year defines the number of miles traveled by paying passengers over the course of a year. Revenue miles for CART and the associated peer systems are shown in **Figure 11**. MCCT has the highest revenue miles of the peer systems over the observed years. CAT and RRCA observed similar annual revenue miles from 2015 to 2018. CAT annual revenue miles increased by 198% percent between 2018 and 2019; this increase is likely due to the addition of the Columbia Gorge Express Bus in November of 2018.

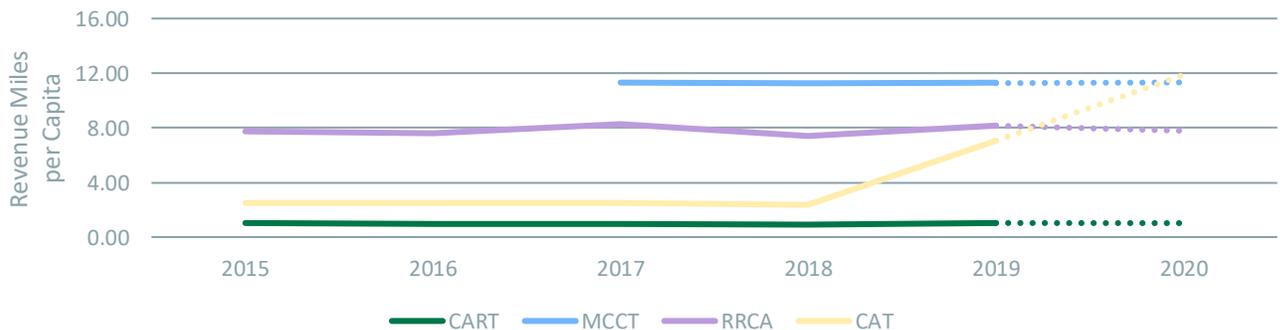
Figure 11. Revenue Miles per Year



Revenue Miles per Capita

The metric of revenue miles per capita captures how much service is delivered based on the population within the service area. The population used to calculate revenue miles per capita is from the 2020 Census and includes the population of Casa Grande, Coolidge, and Florence. Eloy was not included in the population total as CART only serves the very northwest corner of the city and does not serve any of the population centers in Eloy. CART has the lowest revenue miles per capita, with a ratio of 1.03 in 2019, compared to the average 8.82 for the peer systems. CART’s revenue miles from 2015 to 2020 stayed relatively constant, with a percent change of -1%. CART’s and its peer systems revenue miles per capita for 2015 through 2020 are shown in **Figure 12**.

Figure 12. Revenue Miles per Capita per Year



Passengers per Revenue Mile

Passengers per revenue mile compares the total number of passengers served to the number of revenue miles operated, indicating how productive the service is per mile. Passengers per revenue mile varied over time, peaking in 2015 at 0.17. In 2019, the CART’s commuter route carried 0.06 passengers per revenue mile. From 2015 through 2020, CART serviced an average of 0.1 passengers per revenue mile. CART’s passengers per revenue mile from 2015 to 2020 is shown in **Figure 13**. All peer systems maintained a metric of 0.1 passenger per revenue mile from 2015 through 2019, although the average passengers per revenue mile in 2019 dropped from 0.1 to 0.067.

**Peer Systems Average
Passengers per Revenue
Mile:
0.1**

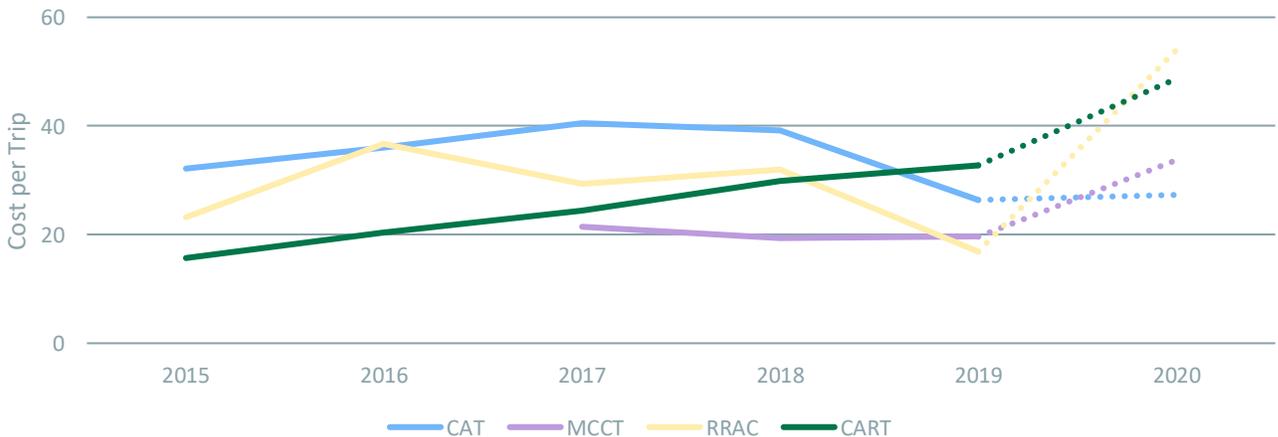
Figure 13. Passengers per Revenue Mile



Cost per Trip

Cost per trip assesses the operational costs of service compared to the number of trips provided annually, indicating how efficient the system delivers service. CART’s cost per trip has increased 68% over six years. The highest increase in cost per trip was observed between 2019 and 2020, with an increase of \$15.93 per trip, likely due to the COVID-19 pandemic. The CART system also incurred additional costs for COVID-19 prevention measures, such as shields, masks, and hand sanitizer on buses. Cost per trip from 2015 to 2019 is shown in **Figure 14**.

Figure 14. Cost per Trip



Cost per Revenue Mile

Cost per revenue mile analyzes the operating cost of the service compared to the number of service miles during a given year. In 2015, CART’s cost per revenue mile was \$2.63, reaching a peak cost in 2018 of \$3.06, and reducing back to \$2.21 per revenue mile in 2019. In 2020, CART’s cost per revenue mile increased 7%, likely due to the impacts of the COVID-19 pandemic.

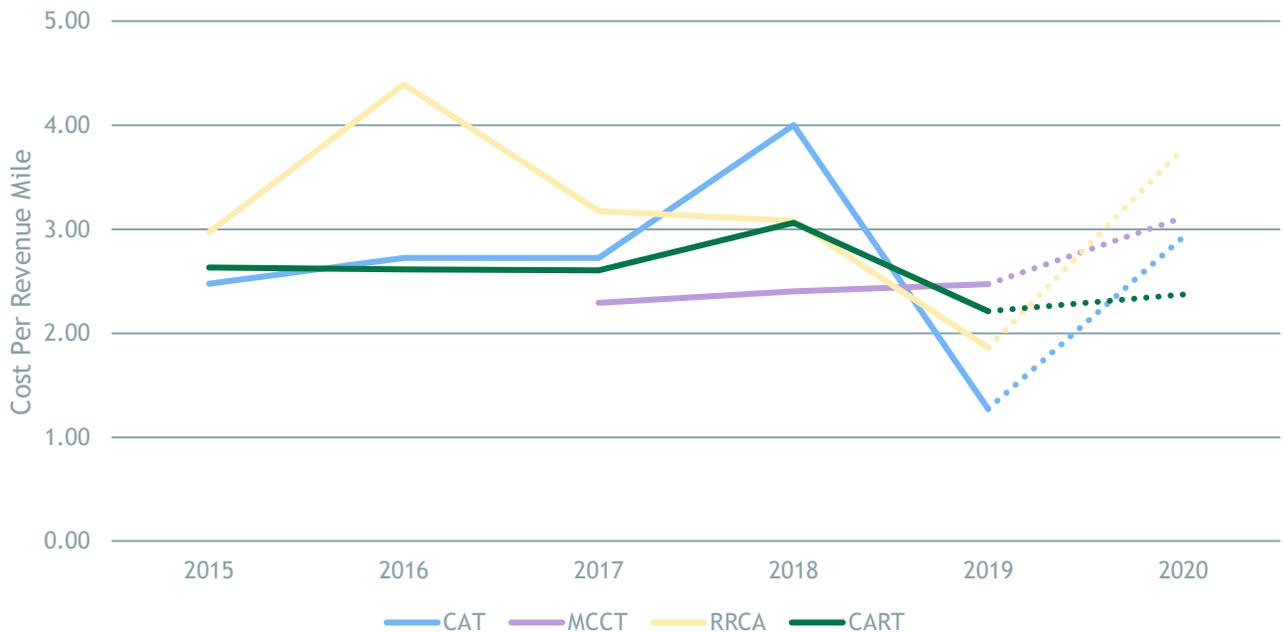
The peer systems were evaluated against CART for cost per revenue. Over the observed six-year period, CART had a relatively low average cost per revenue mile compared to the analyzed peer systems, as shown in **Table 6**.

On average, RRCA had the highest cost per revenue mile, with an average of \$3.21 per revenue mile over the years surveyed. RRCA and CAT had varying cost per revenue mile metrics over the five-year period, while the annual cost per revenue mile of MCCT stayed relatively constant, with an average of \$2.68 per service mile. The cost per revenue mile from 2015 to 2019 for CART and the peer systems are shown in **Figure 15**.

Table 6. Average Cost per Revenue Mile

Peer System	Average Cost per Revenue Mile
CART	\$2.58
MCCT	\$2.57
RRCA	\$3.21
CAT	\$2.68

Figure 15. Cost per Revenue Mile





Farebox Recovery Ratio

The farebox recovery ratio encompasses the amount of revenue generated through fare collection compared to the total operating costs of the system. This ratio determines whether current fare rates are appropriate for the system.

The CART system had a farebox recovery ratio of 3.83% in 2019, a decline from 2015’s farebox recovery ratio of 14.83%. A few factors in 2019 negatively impacted CART’s farebox recovery ratio in 2019, including a high percentage of monthly pass users and free ride promotions.

In 2019, the average farebox recovery ratio among the peer systems was 7.2%, approximately 4.4% above CART’s observed ratio. CAT had the highest farebox recovery ratio, with an average of 14.7%. The farebox recovery ratios for the peer systems are shown in **Table 7**.

Table 7. CART and Peer System Farebox Recovery Ratios (2015-2020)

Peer System	2015	2016	2017	2018	2019	2020	Average
Madera County Connection Transit	-	-	8.2%	8.4%	8.9%	5.7%	7.8%
Rural Resources Community Action	1.7%	1.7%	1.4%	1.2%	2.6%	1.1%	1.6%
Columbia Area Transit	26.8%	12.1%	10.7%	16.6%	10.1%	11.8%	14.7%
CART	14.8%	6.8%	5.4%	3.9%	3.8%	2.8%	6.3%

Key Takeaways

The performance indicators observed for CART and its peer systems are provided in **Table 8** to identify key takeaways for CART’s existing conditions. The performance indicators show that CART has seen a decrease in both revenue and ridership over the observed period and is underperforming compared to peer systems.

Table 8. Peer System Analysis Key Takeaways

Service Indicators	CART Performance (2019)	Peer System Average (2019)	CART vs Peer Systems Performance
Annual Ridership	6,491	13,723	X
Revenue Miles	96,085	146,073	X
Revenue Miles per Capita	1.03	8.82	X
Passengers per Revenue Mile	0.067	0.068	X
Cost per Revenue Mile	\$2.21	\$1.87	X
Cost per Trip	\$32.74	\$20.95	X
Farebox Recovery Ratio	3.83%	7.2%	X

Transit Propensity

A transit propensity analysis was conducted to identify areas of potential transit demand within the study area. This section outlines the transit propensity analysis methodology and presents the transit propensity analysis results.

Methodology

Transit propensity represents people’s potential inclination or tendency to utilize transit. Historically, transit propensity is evaluated considering demographic groups that have been shown to have a higher-than-average tendency to use transit. These demographic groups include women, minority populations, low-income households, disabled persons, immigrants, persons age 65 and older, and persons age 19 to 29. The methodology is based on research documented in Transit Cooperative Research Program (TCRP) Report 28¹.

Transit demand is also affected by population and employment density—a higher population density and employment density correlates with a greater demand for transit. In addition, the CART transit propensity analysis considers population density, employment density, and proximity to parks, bus stops, schools, colleges, and major shopping areas.

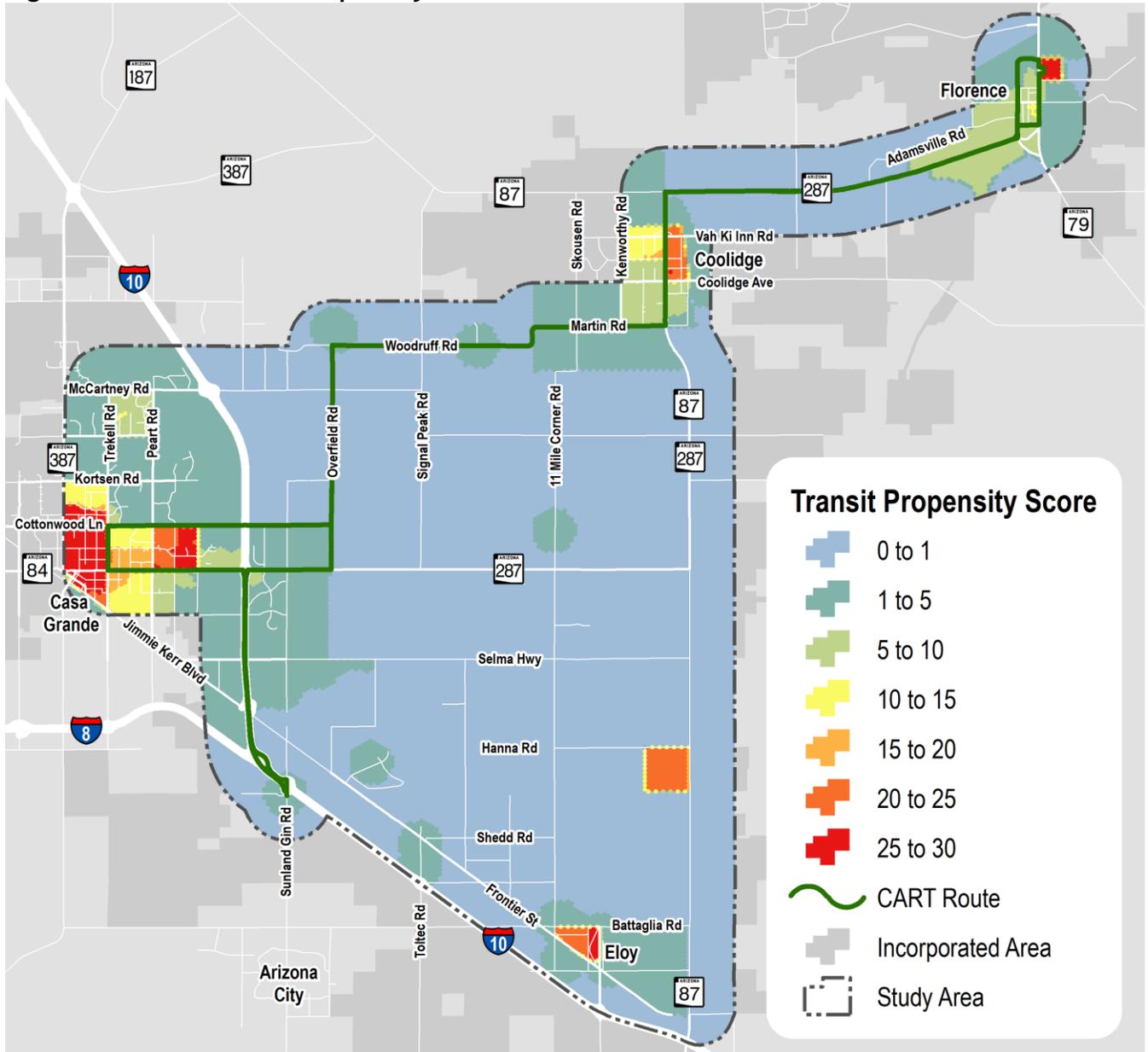
The propensity analysis methodology divides the study area into five-acre hexagonal cells. A propensity score was calculated for each cell. Scores range from 0 to 30 and are based on demographic data (25 out of 30 points) and proximity to destinations (5 out of 30 points) as outlined in the following sections.

Results

Figure 16 shows the total transit propensity for the study area. Most of the study area consists of low transit propensity since much of the area is rural in nature. Areas with medium-high to high transit propensity are in central Casa Grande, downtown Coolidge, and downtown Eloy. The two major prison facilities in Eloy and Florence are showing up with relatively high transit propensity but are overstated due to the population of prisoners included in the population densities. However, these are still important destinations because of high employment.

¹ http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_28-a.pdf

Figure 16. Total Transit Propensity



Key Takeaways

To evaluate the key takeaways provided throughout this document, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis has been conducted to identify where to focus on developing recommendations that can feasibly be addressed by CART and the City of Coolidge. **Figure 17** shows the overall structure of SWOT analyses and the following sections organize key takeaways into the four groupings.

Strengths. Strengths are topics or metrics that are both helpful in CART’s continued sustainability and within the control of CART or the City of Coolidge (of internal origin).

Weaknesses. Weaknesses are topics or metrics that are harmful to CART’s continued sustainability but are within the control of CART or the City of Coolidge (of internal origin).

Opportunities. Opportunities are topics or metrics that are helpful in CART’s continued sustainability but are out of the control of CART or the agency’s (of external origin) and are a result of the general environment.

Threats. Threats are topics or metrics that are harmful in CART’s continued sustainability but are largely out of the control of CART or the agency (of external origin) and are result of the general environment.

Figure 17. SWOT Analysis Components





Strengths

Strengths of the CART system include:

- CART already serves many of the areas within the study area with a high propensity for transit, based on demographics and proximity to major activity centers.
- In the 2016 Coolidge Transit Study survey, 70% of riders reported the service frequency as good or excellent and 84% of riders said CART's reliability was good or excellent.
- Many respondents to the 2016 and 2021 surveys indicated that additional service hours, during the weekend in particular, would increase their likelihood of riding CART.

Weaknesses

Weaknesses of the CART system include:

- CART has two vehicles that are beyond their FTA-designated ULB.
- CART is underperforming the peer system average in the performance metrics that were evaluated, which included annual ridership, annual revenue miles, revenue miles per capita, passengers per revenue mile, cost per revenue mile, cost per trip, and farebox recovery ratio.
- Eloy has a relatively high propensity for transit but is not served by CART other than the transfer point to Greyhound in the far northwestern part of the city.
- In the 2016 Coolidge Transit Study survey and 2021 Coolidge Transit Survey, riders and non-riders indicated their biggest complaints about CART surrounded the limited hours of operation, long travel times, and limited destinations served.

Opportunities

Opportunities of the CART system include:

- In the 2021 Coolidge Transit Survey, 93% of respondents were aware that transit services are available, indicating that there is a general awareness of transit in the region. Over 50% of respondents had seen CART marketing materials in the past 90 days.

Threats

Threats of the CART system include:

- CART's service area covers a large area with isolated population centers, causing a large amount of revenue miles that have limited potential for transit ridership.
- Eloy (and Arizona City per the Eloy Transit Framework Study) has areas of strong transit propensity, but the high-propensity areas are isolated from CART's existing service corridors.
- In the 2016 Coolidge Transit Study survey and 2021 Transit Survey, non-riders indicated that their primary reason for not riding CART was that they had a preference to drive their own personal vehicles.

An aerial photograph of a vast agricultural landscape, showing a grid of fields in various shades of green and brown. A central text box with a green border is overlaid on the image. The text 'ADMINISTRATIVE REVIEW' is written in large, bold, yellow capital letters. The background image is framed by blue and yellow decorative borders at the top and bottom.

ADMINISTRATIVE REVIEW

4. Administrative Review

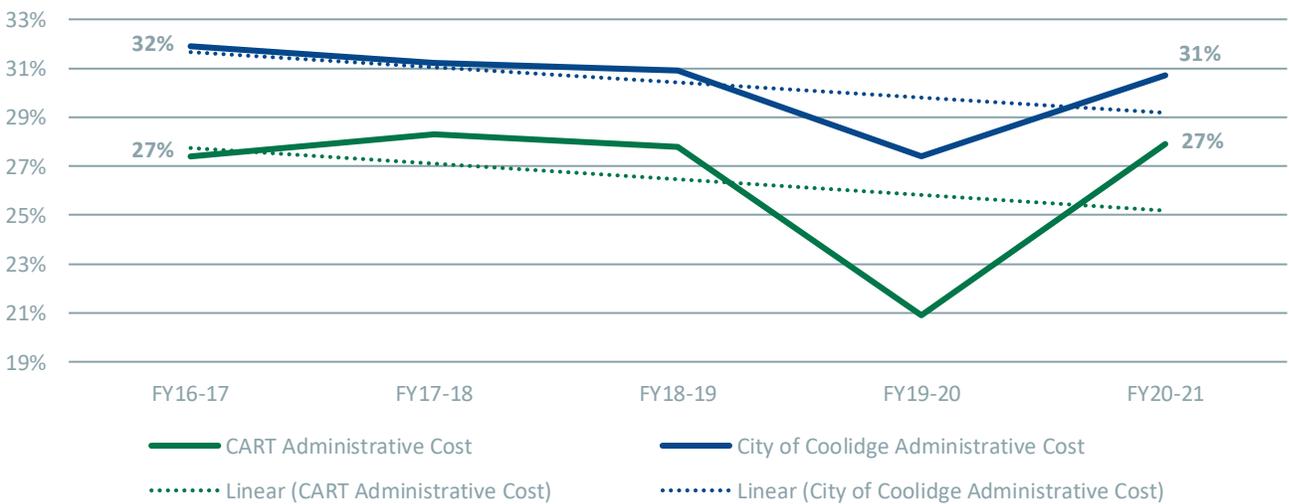
CART’s organizational and staffing framework was evaluated to determine if there are opportunities for additional system optimization. Administrative costs for the Transit Department are tracked monthly by the City of Coolidge and are reported twice annually to ADOT—once for the end of the ADOT fiscal year on June 30th and once for the end of the federal fiscal year on September 30th. When reporting administrative costs to ADOT, administrative costs for City of Coolidge Transit Department are reported in aggregate for all three transit services (CART, Cotton Express, and paratransit). However, the City tracks costs attributed to each service separately. Where possible, the City breaks costs into discreet budgets for each service, but there are certain costs shared between all three services, such as administrator salaries or maintenance facility costs, that are divided equally between the three services.

All CART staff needs are serviced in-house; the agency does not have contracted staff. CART has seven full-time employees as well as additional part-time staff. The City also has its own maintenance facility for all three transit services it provides, which is located next to the main transfer facility.

Historical Administrative Costs

The administrative costs for CART accounted for 27.9% of the sum of operating and administrative costs in fiscal year 2021. CART’s administrative percentage has stayed relatively consistent for several years, with an average administrative cost of 26.5% from 2017 to 2021, as shown in **Figure 18**. CART’s administrative cost percentage is less than the City of Coolidge’s, at 31% in 2021. Note that these expenses are not solely due to CART’s cost, but a third of all transit administrative costs for the City of Coolidge. Also, CART’s expenses are a portion of the City’s, and the administrative costs reported to ADOT are higher than CART’s administrative expense percentage.

Figure 18. Administrative Cost Percentage per Year



Administrative Cost by Expense Type

There are a wide variety of expenses that contribute to CART’s administrative costs. These include:

- **Salary:** salaries of the Transit Manager, Transit Director, administrative assistance, and fringe benefits
- **Utilities:** building utilities including water, electric, phone, and internet access
- **Insurance:** including building and vehicle insurance
- **Professional Services/Marketing:** including professional services, marketing and advertising efforts, and printing needs
- **Other Expenses:** including travel expenses, the provided Substance Abuse Program, and expenses categorized as ‘Other’

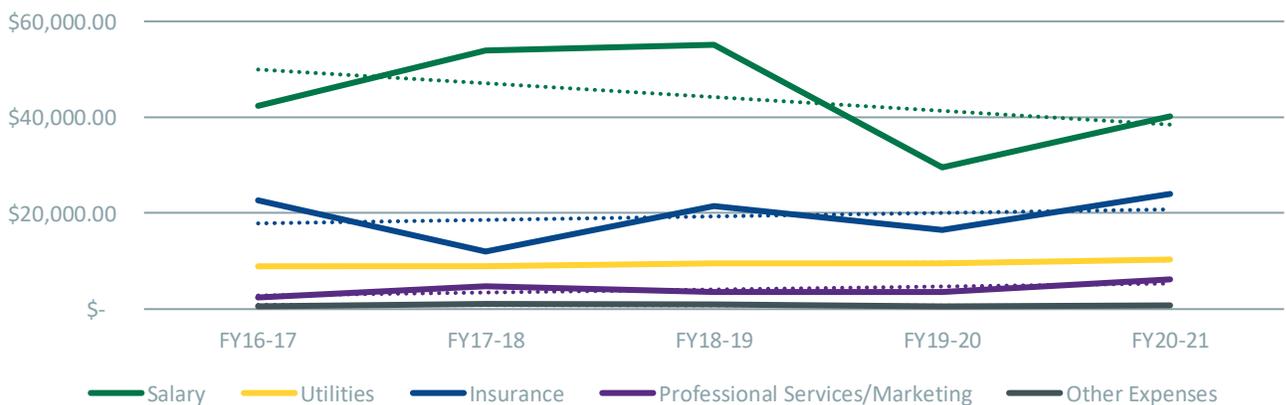
Of administrative costs, there are expenses within the City of Coolidge’s control and other expenses that are outside of their control due to the national economy and other macro circumstances. Expenses that comprise CART’s administrative costs are shown in **Figure 19**.

Figure 19. Administrative Expenses



Historical administrative expenses by type for CART are shown in **Figure 20**. Salary accounts for the largest expense, totaling \$40,163 in 2021. Insurance is the second highest contributor to administrative costs, at \$24,000 in 2021. Costs for utilities, professional services, marketing, and other expenses are low contributors to the administrative cost of the service.

Figure 20. Historical Administrative Expenses by Type





CENTRAL ARIZONA REGIONAL TRANSIT ROUTE OPTIMIZATION STUDY

The change in cost from 2017 to 2021 by expense type is shown in Table 9. Between 2017 and 2021, costs that have caused the most pushback on reduction efforts of administrative expenses includes insurance and utilities, increasing 6% and 5% respectively. These increases are out of CART’s control and are impacted significantly by the economy. Inflation has risen from 2.13% in 2017 to 9.06% in 2022². The rise of inflation has expectedly raised CART’s administrative costs from 2017 to 2021 but the agency has kept administrative costs consistent and have reduced expenses within their control, including salary. Many increases in spending have been negligible compared to the overall administrative costs of the service.

Table 9. CART Administrative Expenses by Percent Change (2017-2021)

Expense	2021 Cost	FY17 to FY21 Change	Within or Outside of CART’s Control
Salary and Fringe	\$40,163	-\$2,193	Within
Insurance	\$24,014	+\$1,410	Outside
Utilities	\$6,104	+\$1,380	Outside
Professional Services	\$5,173	+\$3,970	Within
Phones/Internet	\$4,232	+\$1,116	Outside
Marketing/Advertising	\$583	+\$518	Within
Printing	\$446	-\$715	Within
Other Expenses	\$285	+\$11	Within
Within CART’s Control Total	\$46,650	+\$1,389	-
Out of CART’s Control Total	\$34,350	+\$2,789	-
Grand Total	\$81,000	+\$4,178 (5%)	-

Key Takeaways

Key takeaways drawn from the administrative analysis for CART include:

- CART has done an excellent job controlling administrative costs from 2017 to 2021, increasing only 5%. Of the overall increase, 58% are costs within CART’s control.
- CART has made a substantial effort to reduce costs within their control. CART staff salary was reduced by 5%, the largest expense. Although the percent increase in certain administrative costs seem high, professional services and marketing/advertising for example, the increase is very small in real dollars, \$3,970 and \$520, respectively.
- Although CART’s administrative cost percentage is above 25%, the minimal increase in administrative costs is mostly due to expenses outside of CART’s control. A reduction in administrative expenses to the 25% level amounts to only ~ \$1,600 annually.
- CART’s administrative costs are not solely allocated to CART but are a percentage of the total transit administrative costs for the City of Coolidge transit services, making CART’s administrative costs one-third of combined administrative costs for Cotton Express, CART, and demand-response service.

Continuing efforts to control administrative costs is a priority for staff and small reductions to achieve the required 25% threshold may counterproductively absorb more resources that should be allocated to operations and customer service.

² Bureau of Labor Statistics



ALTERNATIVES ANALYSIS

5. Alternatives Analysis

A series of service alternatives were developed to improve the cost-effectiveness of CART service:

Changing CART Route service times

Assessments of the existing five CART standard fixed-route runs and two commuter routes to determine if there are run times that provide more benefit than others.

Evaluation of Greyhound service

Review the cost-benefit of the existing Greyhound Deviation and the impact of in-kind funds on service funding.

Addition of service to Walmart in Coolidge

Analysis of the route impacts of adding an additional stop at Walmart in Coolidge, including estimated financial and time impacts.

Explore opportunities for rerouting service in Casa Grande

Assessment of a variety of alternatives to the route within Casa Grande considering their future demand-response service, including reversal of the route loop on Cottonwood Road and Florence Boulevard, service of Downtown Casa Grande and realignment of route along Jimmie Kerr Boulevard, modification of stops along Florence Boulevard, and elimination of service to Casa Grande.





Change Service Times

Evaluation Methodology

Existing run times were analyzed to determine the most and least efficient runs within the existing route. The service was analyzed by each of the five standard runs and two commuter routes. Ridership data from July to December of 2019 and July to December of 2021 were analyzed for performance over time and compared to the annual operating cost to identify high- and low-performing run times.

Evaluation Results

CART ridership has decreased from 2019 to 2021, impacting all service runs within the system. The highest performing service time is Run 3 (12:07 PM to 2:38 PM), with the highest ridership in both 2019 and 2021. Of the five standard routes, Run 3 observed the lowest decrease in ridership between 2019 and 2021, with a percent change of -28%.

Run 1 (6:35 - 9:06 AM) experienced the greatest drop in ridership at 65%. Run 1 had the second lowest ridership of the five standard runs in 2021. However, it should be noted that in 2019 it was the second highest performing run. Run 5 had the lowest ridership in 2021, whereas the PM Commuter run has the least impact in ridership, with a drop in ridership of 9% from 2019 to 2021.

The annual cost of the CART system is \$300,097 for the 2020-2021 fiscal year. The annual cost per standard run is \$44,800 and \$38,049 for each of the commuter routes as they have a shorter alignment. Six-month ridership numbers were grown to represent annual ridership to quantify each run’s annual cost per rider as shown in Table 10. Run 5 and the AM Commuter have the highest annual cost per rider, at \$153.42 and \$98.57 respectively. These routes are costing CART significantly more per rider compared to other routes throughout the day.

Table 10. Annual Cost per Rider by Run

Run	Time	2019	2021	Decrease	Percent Change	Annual Cost per Rider
Run 1	6:35 AM - 9:06 AM	2,226	778	-1,448	- 65%	\$57.58
Run 2	9:21 AM - 11:52 AM	2,038	1,400	-638	-31%	\$32,00
Run 3	12:07 PM - 2:38 PM	2,370	1,696	-674	-28%	\$26.41
Run 4	2:53 PM - 5:26 PM	2,198	1,372	-826	- 38%	\$32.65
Run 5	5:41 PM - 8:22 PM	562	292	-270	-48%	\$153.42
AM Commuter	5:05 AM - 7:07 AM	714	386	- 328	- 46%	\$98.57
PM Commuter	4:40 PM - 6:59 PM	1,182	1,080	-102	-9%	\$35.23
Total		11,290	7,004	-4,286	-38%	\$62.27



Greyhound Accessibility

Evaluation Methodology

The purpose and need for accessibility to the Greyhound station, located at Sunland Gin Road and Arica Road in Eloy, was evaluated using a cost/benefit analysis. The isolated operating cost associated with 11-mile route deviation from Florence Boulevard was compared to revenue received from Greyhound Lines Company and ridership at the stop.

Evaluation Results

Table 11 shows the annual cost of the Greyhound deviation, based on historical performance. The annual cost of the deviation to the Greyhound cost was calculated by referencing the ‘Cost per Run’ of the deviation and the number of annual runs. The annual cost of the Greyhound deviation is \$34,251. The route adds 16-20 minutes of travel time, off-peak and on-peak respectively, to the service line and has the third lowest performing ridership amongst stops.

Table 11. Annual Cost to Operate Service to Greyhound

Greyhound Accessibility Cost Analysis	
Cost per Mile	\$2.40
Deviation Mileage	11
Cost per Run	\$26.35
Annual Runs	1,300
Annual Cost	\$34,251

The ratio of riders inconvenienced by the Greyhound stop deviation compared to the number of riders who benefit from the stop is roughly 9:1. This ratio is based on the number of riders remaining on the bus compared to the number of riders destined for or boarding the Greyhound stop. The value of rider’s time who are inconvenienced by the deviation is \$9,108, as shown in **Table 12**.

Table 12. Annual Inconvenience Cost to Riders for Greyhound Service

	Run 1	Run 2	Run 3	Run 4	Run 5	Total
Riders on Bus	136	380	534	422	158	1,630
Riders exiting at Greyhound Stop	10	14	34	46	64	168
Riders diverted	126	366	500	376	94	1,462
Diverted travel time	21 min (per run)					
Cost of time	\$17.80/hr*					
Annual cost to diverted rider	\$9,108					

*Source: USDOT Benefit-Cost Analysis Guidance for Discretionary Grant Programs (2022)



Greyhound typically provides the City of Coolidge with in-kind matching fund to offset the cost of the deviation, amounting to \$70,767 per year. However, impacts from the COVID-19 pandemic have caused Greyhound to suspend their in-kind matching program. The City of Coolidge has been covering these costs within their own budget. The City also receives approximately \$58,000 in federal funding to serve Greyhound, requiring a match from the City of \$42,000. The benefit-cost analysis of connecting to Greyhound is shown in **Table 13**.

The benefit-cost analysis concluded that CART’s existing connection to the Greyhound service in Eloy is costing the City more than it is benefiting the service’s budget, with a benefit-cost ratio of 0.37.

Table 13. Greyhound Access Benefit/Cost Analysis

Greyhound Benefit/Cost Analysis	
Costs	
Operating Cost	\$34,251
Rider Inconvenience Cost	\$9,108
Local Match Cost	\$42,000
Suspended In-Kind Funds from Greyhound Covered by Coolidge	\$70,767
Benefits	
Federal Funding	\$58,000
Benefit-Cost Ratio	0.37

Coolidge Walmart Accessibility

Due to the proximity of the Walmart in Coolidge to the existing service, high-level analysis was performed to determine potential costs and impacts of adding the stop. The proposed location would mirror Cotton Express’s existing stop at the Walmart, shown in **Figure 21**.

Evaluation Methodology

The operating cost of the deviation for the Walmart stop was analyzed from both the Eastbound Route and Westbound Route which currently operates on Arizona Boulevard. This analysis was used to produce a cost analysis of the additional stop.

Evaluation Results

Table 14 shows the cost of adding the Coolidge Walmart stop to the existing route. The addition is anticipated to cost \$1,557 annually, adding a deviation of 0.5 miles and two minutes of travel time.

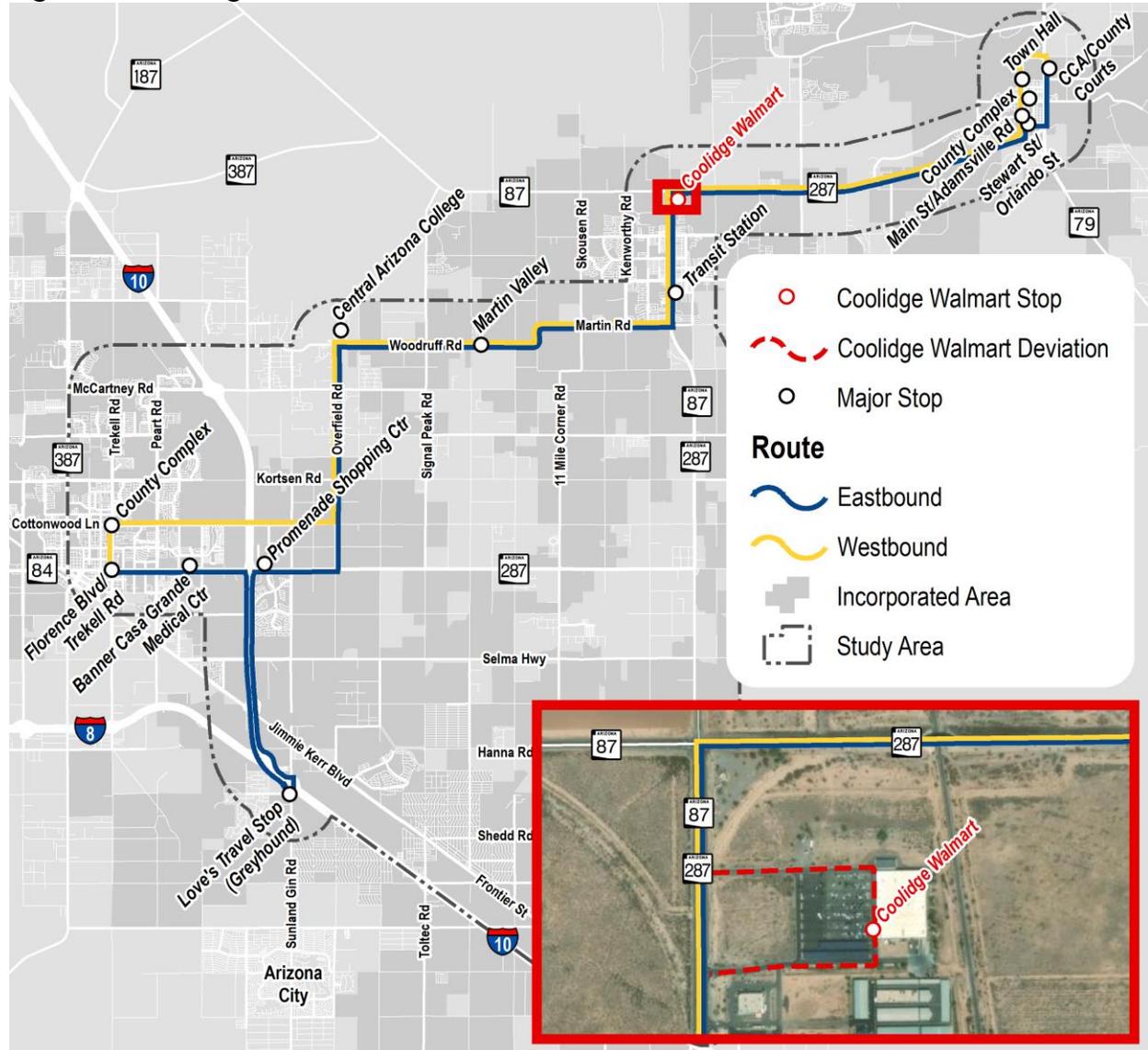
Table 14. Coolidge Walmart Cost per Rider

Coolidge Walmart Cost Analysis	
Cost per Mile	\$2.40
Deviation Milage	0.5
Cost per Run	\$1.20
Annual Runs	1,300
Annual Cost	\$1,557
Assumed Annual Ridership	2,600
Cost per Rider	\$0.60

Cotton Express drivers reported that the existing Walmart stop averages between 27 and 33 boardings daily, of which eight to 10 trips are CART passengers who transferred to the local service. Several drivers noted that a CART stop in the Walmart/Safeway area would increase convenience for passengers, cutting waiting and riding time. To remain conservative, 10 passengers per day were assumed to use the Walmart stop to calculate the cost per rider. This assumption equates to \$0.60 per rider.

Although the additional stop will add service time and an additional mile, the stop will save passengers travel and wait time. An additional stop in Coolidge will also provide more opportunities to transfer between CART and Cotton Express and extend access to Walmart to earlier and later times of day when Cotton Express is not running.

Figure 21. Coolidge Walmart Deviation





Casa Grande Route Alternatives

Option A: Reverse the Florence Boulevard/Cottonwood Lane Loop

Evaluation Methodology

Reversal of the travel direction on the Florence Boulevard and Cottonwood Lane Loop, between Trekell Road and Overfield Road, was explored as a service modification within Casa Grande. Service on Florence Boulevard would switch from eastbound to westbound and service on Cottonwood Lane would switch from westbound to eastbound. **Figure 22** shows the Option A alignment. Potential benefits include right-turn access and a streamlined westbound access for the Promenade Shopping Center and Banner Casa Grande Medical Center. Alternatively, the route reversal may create inefficiency at the Casa Grande County Complex due to adding a left turn at the congested intersection as well as all stops within Casa Grande, as riders will have to travel the Greyhound Deviation before reaching their stop if traveling to Casa Grande.

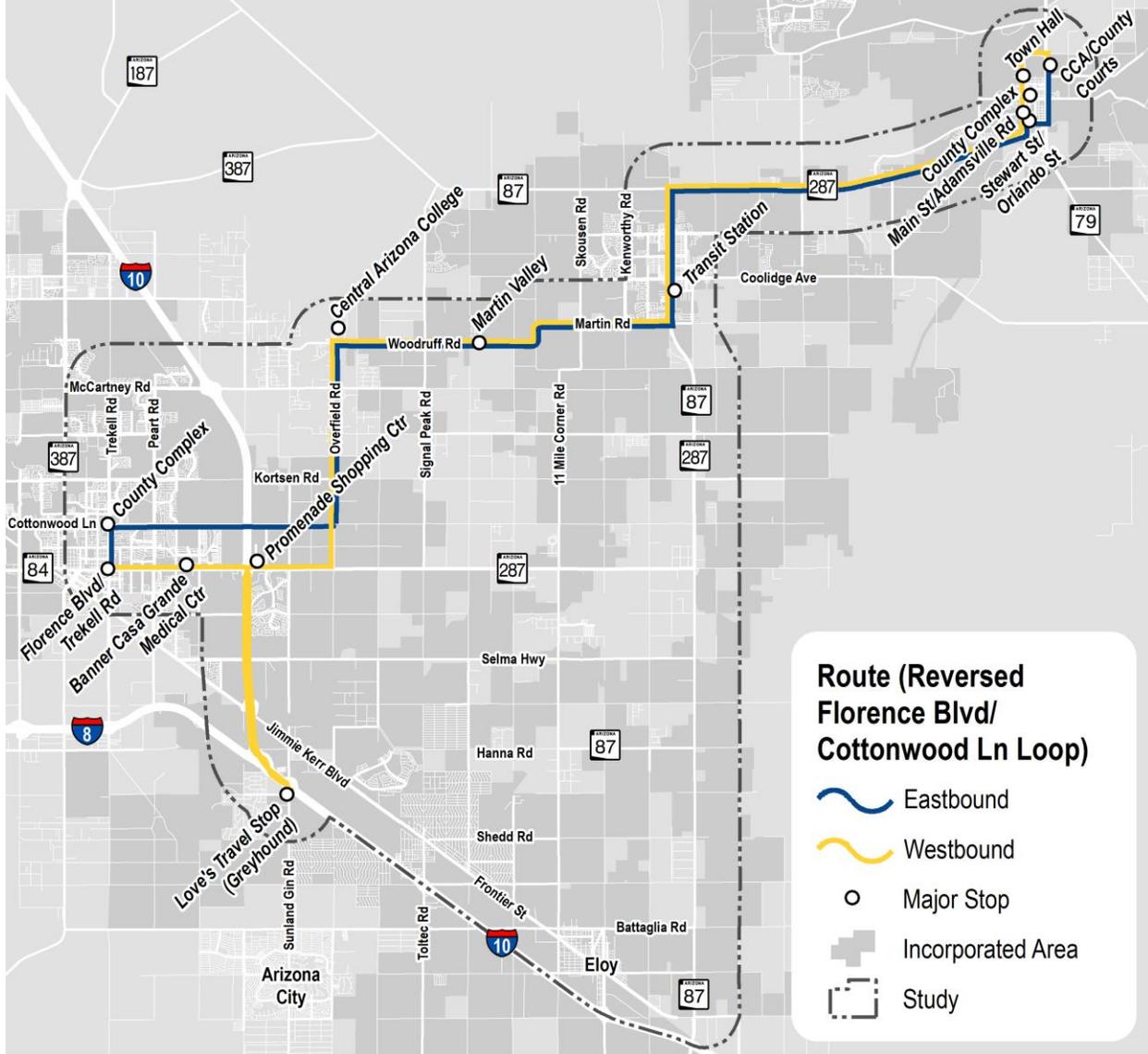
Evaluation Results

Reversing the flow of the loop in Casa Grande was analyzed to evaluate possible travel time savings given that the route would have more right turns than left turns. The route reversal estimated times are shown in **Table 15**. Reversal of the Florence Boulevard/Cottonwood Lane loop did not yield significant time or distance savings, with a decrease in distance of 0.2 miles and no time savings estimated. Reversal of the route would result in approximately \$622.75 in saving annually by the distance saved. There may be safety benefits of the route change, with the replacement of left turns with right turns.

Table 15. Casa Grande Travel Time and Distance for Reversed Route

Reversed Route	Time (min)	Distance (miles)	Current Route	Time (min)	Distance (miles)
Central Arizona College to Promenade Mall	13	1.7	Central Arizona College to Pinal County Complex - Casa Grande	9	5.2
Promenade Mall to Casa Grande Regional Medical Center	6	1.9	Pinal County Complex - Casa Grande to Florence Blvd/Trekell Rd	4	1.2
Casa Grande Regional Medical Center to Florence Blvd/Trekell Rd	8	1.9	Florence Blvd/Trekell Rd to Casa Grande Regional Medical Center	7	2
Florence Rd/Trekell Rd to Pinal County Complex - Casa Grande	3	1.2	Casa Grande Regional Medical Center to Promenade Mall	7	2
Pinal County Complex - Casa Grande to Central Arizona College	10	5.3	Promenade Mall to Central Arizona College	13	1.8
Total	40	12	Total	40	12.2
Distance Saved:				0.2 Miles	

Figure 22. Casa Grande Option A: Reverse Florence Boulevard/Cottonwood Lane Loop





Option B: Serve Downtown Casa Grande and Jimmie Kerr Boulevard Corridor

Evaluation Methodology

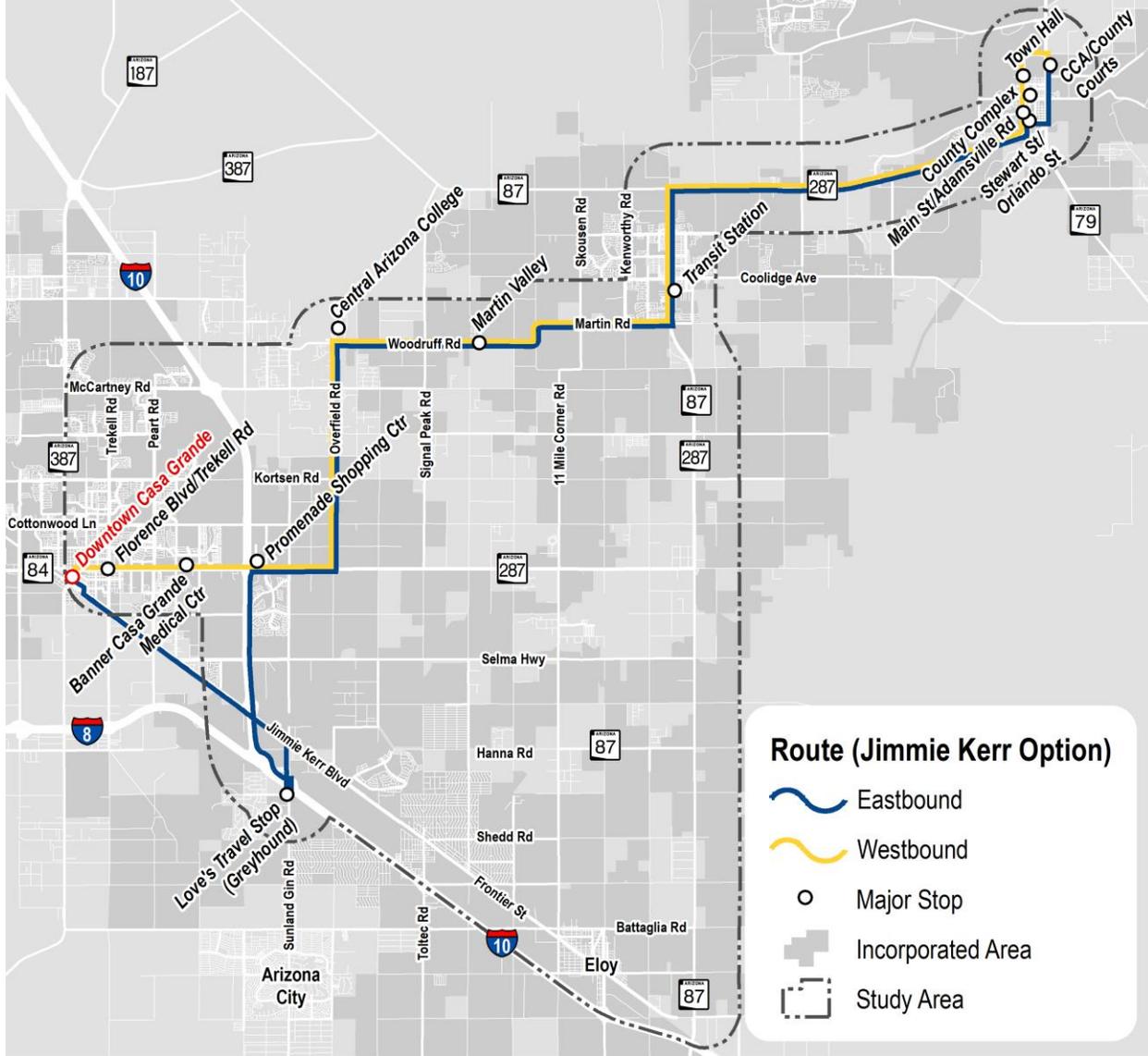
Discontinuing service along the Cottonwood Lane corridor and the Pinal County Complex in Casa Grande and rerouting service to Downtown Casa Grande was analyzed as a possible alternative. Downtown Casa Grande provides access to social services and showed significant transit need in the transit propensity for the study area. This modified alignment would use the Jimmie Kerr Boulevard corridor to connect between Downtown Casa Grande and the Greyhound stop in Eloy, bypassing the congested Florence Boulevard corridor.

Evaluation Results

Altering service to Downtown Casa Grande and using Jimmy Kerr Boulevard to access Greyhound stop was analyzed to evaluate possible time and cost savings. The alternative removes the Florence Boulevard/Cottonwood Road loop, including the County Complex stop, and extend the route along Florence Boulevard into Downtown Casa Grande would be added. An additional stop within downtown then travel to Love's to connect with Greyhound using Jimmie Kerr Boulevard. The potential route change results in a three-minute reduction in travel time and an estimated 1.2 miles of travel saved. However, Arizona at Work has recently moved to the Pinal County Complex, increasing potential ridership at the existing stop. Although time savings is limited, the reduction of the route by 1.2 miles would result in estimated savings of \$3,736 dollars per year, based on CART's cost per mile reported in Fiscal Year 2020-2021. This route option is shown in **Figure 23**.

Removing access to the Pinal County Complex would impact just under 1,000 boardings and deboardings per year, which is one of the higher ridership stops on the route. While some using CART from this stop are driving and parking at the County Complex and could drive to another stop to access the system, many are not and would be negatively impacted by removing the County Complex stop. However, this alternative would also provide new access to social services in Downtown Casa Grande, which could be beneficial for many existing and prospective CART riders. With the data available, it is difficult to quantify the overall ridership impact of removing the County Complex stop and adding a Downtown Casa Grande stop.

Figure 23. Casa Grande Option B: Serve Downtown and the Jimmie Kerr Boulevard Corridor





Option C: Modify Stops along Florence Boulevard

Evaluation Methodology

There are several activity centers along the Florence Boulevard corridor in Casa Grande that may increase ridership if access were to be improved. There is a 1.7-mile stretch between the Florence Boulevard/Trekell Road stop and the Banner Casa Grande Medical Center stop, despite several areas with high transit propensity along the corridor. A possible stop along the corridor is the Fry’s Plaza adjacent to Pottebaum Road. This additional stop is anticipated to generate new ridership as it provides access to grocery services, with a variety of services nearby.

Due to the rules guiding the Federal funding used, in part, to fund CART, the number of stops within Casa Grande city limits serviced by CART cannot change. If a stop in Casa Grande is added, an existing stop must be removed. Elimination of the Promenade Shopping Center stop was assessed due to relatively low ridership and the decline of occupancy within the mall in recent years. The assessed stop modifications are shown **Figure 24**.

Evaluation Results

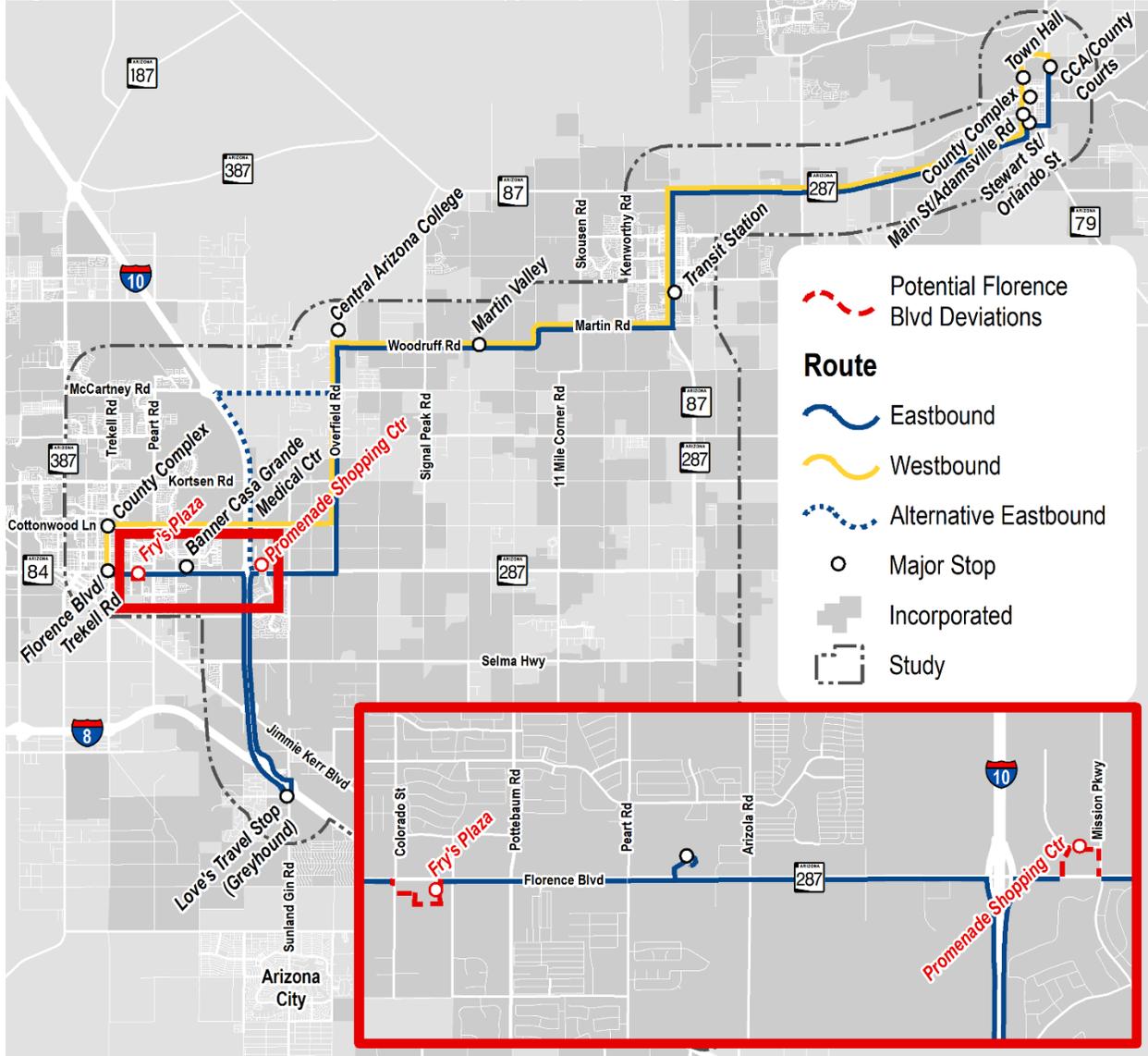
An overview of the time and distance impacts of the stop changes are shown in **Table 16**. The addition of the Fry’s Plaza stop would have an impact in distance of 0.6 additional miles, resulting in an additional cost of \$1,870 per year. Removal of the Promenade Mall stop would reduce travel time by two minutes and result in a reduced distance of 0.3 miles.

The Promenade Mall stop generates relatively low ridership for the existing service. If the stop is removed from service, it is anticipated that approximately 320 riders would be inconvenienced annually. Although elimination of the stop may reduce opportunities for park-and-ride options for riders, a change in route may also be explored. Without serving the Promenade, the CART route can possibly increase efficiency through traveling on I-10 to Central Arizona College to save time and mileage as shown as the Alternative Eastbound route in **Figure 24**. This route change would reduce the travel time by three minutes and the distance by 0.6 miles from the current route, yielding an estimated cost savings of \$1,868 annually.

Table 16. Alternate Casa Grande Stops

Stop	Change in Dist.	Change in Time	Cost Impact
Addition of Fry’s Foods	+0.6	+5	+\$1,868
Removal of Promenade Mall (with existing route)	-0.3	-2	-\$934
Removal of Promenade Mall (I-10 reroute)	-0.6	-3	-1,868

Figure 24. Casa Grande Option C: Modify Stops along Florence Boulevard

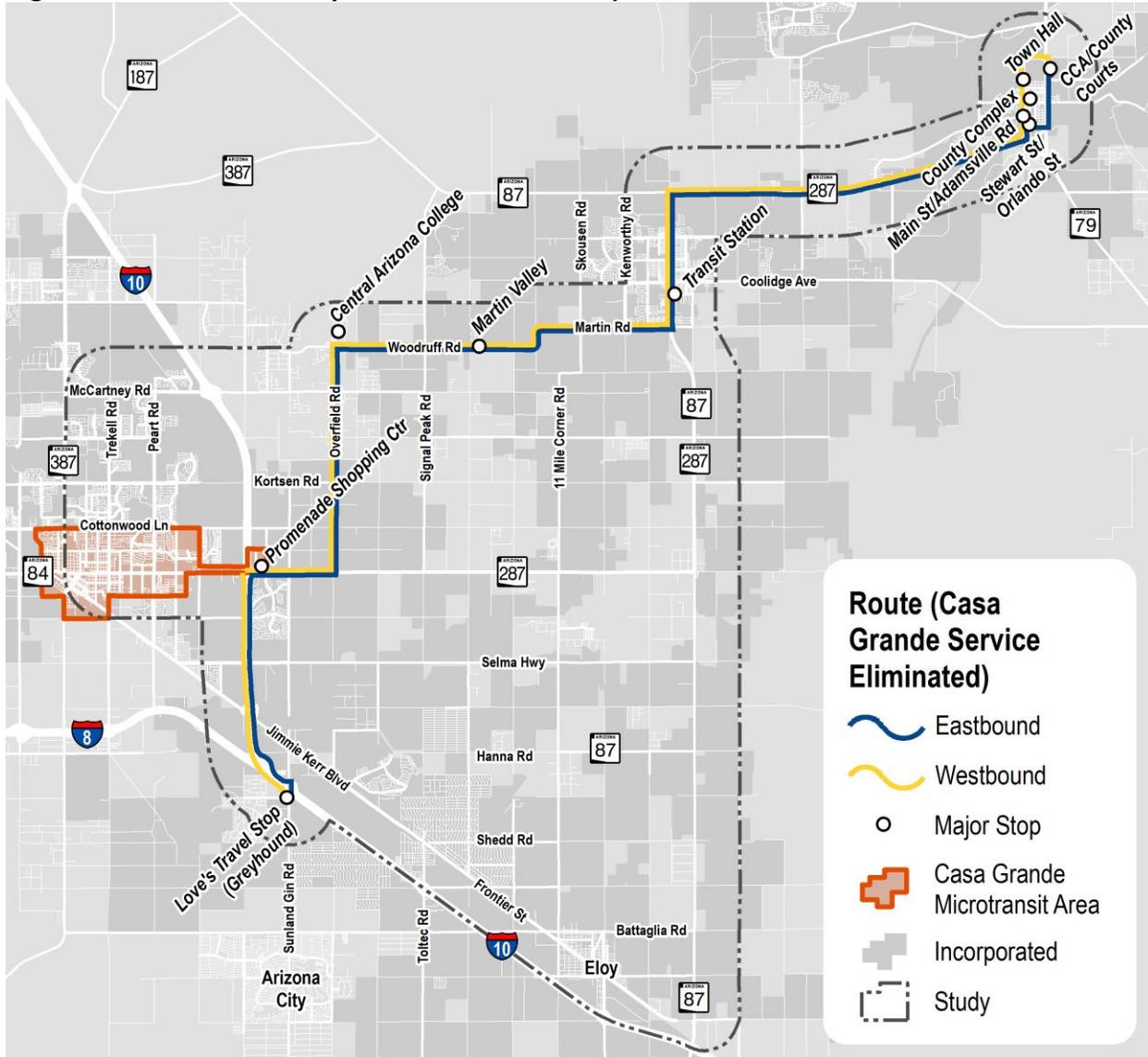


Option D: Elimination of Casa Grande Service

Evaluation Methodology

The final option for changing service in Casa Grande includes serving the Promenade Shopping Center stop, but eliminating service to the County Complex, Florence Boulevard/Trekell Road, and Banner Casa Grande Medical Center stops in Casa Grande. Trips to the core of Casa Grande would require a transfer to the new microtransit system operated by the City of Casa Grande. The demand-response service in Casa Grande is anticipated to begin operation in early 2023. A map of this truncated alignment is shown in **Figure 25**.

Figure 25. Casa Grande Option D: Elimination of Casa Grande Service



Evaluation Results

Eliminating the stops in Casa Grande, west of the Promenade Mall, would shorten CART’s overall route by 14 miles and reduce travel time by 27 minutes. This change would result in annual operating savings of \$43,592. The annual number of riders inconvenienced by discontinuing service to the effected stops total 1,562 passengers, accounting for 22% of all riders on the CART system. Ridership by removed stops is shown in **Table 17**. To be conservative, it was assumed that all riders currently using the three eliminated stops would no longer use the CART system. This service reduction amounts to \$27.19 in savings for every rider lost.

Table 17. Casa Grande Stop Ridership

Stop	Boarding	Deboarding	Total Use
Pinal County Complex	272	321	593
Florence/Trekell	209	188	397
Casa Grande Medical Center	275	297	572
		Total	1,562

Key Takeaways

Table 18 shows a summary of pros and cons for the service alternatives. While not all potential changes were able to be quantified using the same metrics, the pros and cons will help identify which alternatives may be good candidates to advance as recommended changes to the CART system.





CENTRAL ARIZONA REGIONAL TRANSIT ROUTE OPTIMIZATION STUDY

Table 18. Service Alternatives Summary Table

Alternative	Pros	Cons	Overall Impact
Change Service Times	Eliminating or combining the AM Commuter, Run 1, and Run 5 with others could result in a significant improvement in the overall system cost per rider. Provides possible opportunity to improve service frequency during certain times of the day.	Reducing the number of runs per day reduces the system’s overall usability for daily travel and would negatively impact some riders.	Positive
Greyhound Accessibility	Eliminating the deviation to Greyhound would reduce travel times for most CART riders and hopefully result in an increase in ridership.	The City of Coolidge would need to give up some funding from ADOT and Greyhound, though operating service to Greyhound costs more than this funding provides.	Positive
Coolidge Walmart	Adding a stop at the Coolidge Walmart would conservatively attract 2,600 trips per year and provide a second connection point to Cotton Express, reducing overall transit travel times and accessibility.	The new stop would cost an additional \$3,100 to serve and would add 11 minutes to the overall CART run time.	Positive
Casa Grande Option A: Reverse the Florence Blvd/Cottonwood Ln Loop	The route would result in a small travel distance savings and could have safety benefits resulting from replacing left turns with right turns.	The change did not result in quantifiable time savings.	Neutral
Casa Grande Option B: Serve Downtown Casa Grande	The route would serve high transit propensity areas and result in a 1.2-mile reduction in travel distance (\$3,736 annual savings).	This alternative would eliminate the County Complex stop, which would inconvenience over 1,000 riders per year and potentially further suppress ridership.	Neutral
Casa Grande Option C: Modify Stops Along Florence Boulevard	Adding stops at the Fry’s Plaza or Casa Grande Walmart would likely provide a larger ridership benefit than the Promenade stop, which is relatively low performing.	Adding more stops in Casa Grande requires the elimination of other stops, limiting the overall benefit. It could also duplicate the service Casa Grande is implementing in the same area.	Neutral
Casa Grande Option D: Elimination of Casa Grande Service	This alternative would substantially reduce the cost to operate the system (over \$43,000 annually), while still providing flexible access to destinations in Casa Grande via the City’s microtransit system.	The alternative would force a transfer between buses at the Promenade stop, inconveniencing a large number of riders (over 1,500). Many of these riders may stop using CART and find alternative transportation options.	Neutral

An aerial photograph of a vast agricultural landscape, showing a grid of fields in various shades of green and brown. A central text box with a green border contains the title. The background image is framed by blue and yellow decorative borders.

IMPLEMENTATION PLAN



6. Implementation Plan

Near-Term Recommendations (One to Four Years)

Near-term recommendations for CART service include:

Service Recommendations

Route Times. Route times that had low ridership were eliminated from the service day. The AM Commuter and Run 5 of the fixed route are to be removed from the proposed service. To better serve riders commuting from Casa Grande to Florence, Run 1 will begin at 5:30 AM at the Pinal County Complex in Casa Grande, to provide service to the Florence Pinal County Complex by 7:00 AM.

Elimination of Connection to Greyhound Service. In the near-term, it is recommended that CART eliminates connection to Greyhound Service. This will result in removal of the Love's Gas Station stop in Eloy. This change also eliminates the need for AM and PM Commuter designations.

Addition of Walmart stop in Coolidge. Servicing the Walmart in Coolidge has been added to both the eastbound and westbound routes as a near-term solution.

Casa Grande Service Alteration. Due to ridership trends, it is recommended that stops in Casa Grande be altered. The Promenade Mall and Trekell/Florence stops should be removed and replaced with the Fry's Plaza on Florence Boulevard and a Downtown Casa Grande stop near Peart Park at the corner of 5th Street and Drylake Street. These stops provide access to numerous activity centers, including Fry's, Goodwill, the Casa Grande Public Library, the Dorothy Powell Senior Center, and the Public Welfare Department. The alternation would also allow CART to utilize Henness Road on the eastbound route between Florence Boulevard and Cottonwood Drive to reduce travel times resulting from crossing I-10 on Florence Boulevard.

The recommended route changes are shown in **Figure 26** and the time and distance between stops is shown in **Table 19**. The updated schedule for the five standard loops on the Eastbound and Westbound routes is shown in **Table 20**. **The near-term route changes result in 12 minutes and seven miles saved per run and \$71,200 saved annually in operating cost.**



CENTRAL ARIZONA REGIONAL TRANSIT ROUTE OPTIMIZATION STUDY

Table 19. Time and Distance Between Stops

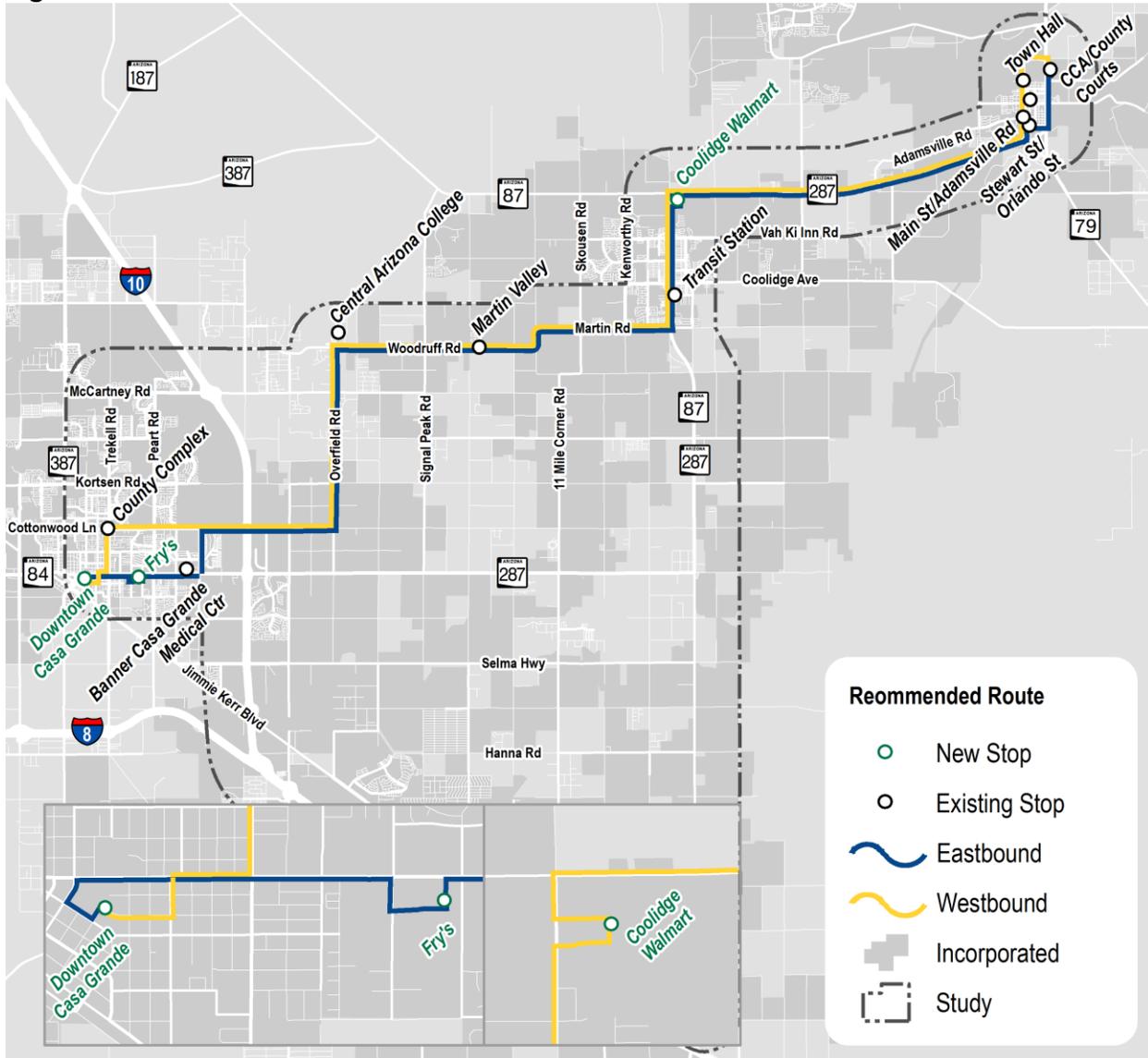
Stop	Time (min)	Distance (miles)
Westbound		
Town Hall - Florence	3	1.2
County Complex - Florence	3	1.2
Main Street/Adamsville Road	2	0.8
Coolidge Walmart	14	8.9
Transit Station - Coolidge	13	2.4
Martin Valley	8	5.4
Central Arizona College	9	3.3
County Complex - Casa Grande	18	9.1
Downtown Casa Grande (Peart Park)	6	1.7
Eastbound		
Fry's Plaza	7	1.8
Banner Casa Grande Medical Ctr	4	1.2
Central Arizona College	15	8.4
Martin Valley	6	3.3
Transit Station - Coolidge	19	5.4
Coolidge Walmart	9	2.4
Stewart Street/Orlando Street	12	8.9
Pinal County Courts - Florence	6	1.7
Total	2 hrs 34 min	67 miles

Table 20. Proposed CART Schedule

Westbound Route						
Town Hall - Florence	-	6:57 AM	9:31 AM	12:05 PM	2:39 PM	5:13 PM
County Complex - Florence	-	7:00 AM	9:34 AM	12:08 PM	2:42 PM	5:16 PM
Main Street/Adamsville Road	-	7:02 AM	9:36 AM	12:10 PM	2:44 PM	5:18 PM
Coolidge Walmart	-	7:16 AM	9:50 AM	12:24 PM	2:58 PM	5:32 PM
Transit Station - Coolidge	5:00 AM	7:29 AM	10:03 AM	12:37 PM	3:11 PM	5:45 PM
Martin Valley	-	7:37 AM	10:11 AM	12:45 PM	3:19 PM	5:53 PM
Central Arizona College	-	7:46 AM	10:20 AM	12:54 PM	3:28 PM	6:02 PM
County Complex - Casa Grande	5:30 AM	8:04 AM	10:38 AM	1:12 PM	3:46 PM	6:20 PM
Downtown Casa Grande (Peart Park)	5:36 AM	8:10 AM	10:44 AM	1:18 PM	3:52 PM	6:26 PM
Eastbound Route						
Fry's Plaza	5:43 AM	8:17 AM	10:51 AM	1:25 PM	3:59 PM	6:33 PM
Banner Casa Grande Medical Center	5:47 AM	8:21 AM	10:55 AM	1:29 PM	4:03 PM	6:37 PM
Central Arizona College	6:02 AM	8:36 AM	11:10 AM	1:44 PM	4:18 PM	6:52 PM
Martin Valley	6:08 AM	8:42 AM	11:16 AM	1:50 PM	4:24 PM	6:58 PM
Transit Station - Coolidge	6:27 AM	9:01 AM	11:35 AM	2:09 PM	4:43 PM	7:08 PM
Coolidge Walmart	6:36 AM	9:10 AM	11:44 AM	2:18 PM	4:52 PM	-
Stewart Street/Orlando Street	6:48 AM	9:22 AM	11:56 AM	2:30 PM	5:04 PM	-
Pinal County Courts - Florence	6:54 AM	9:28 AM	12:02 PM	2:36 PM	5:10 PM	-

Note: The CART bus will leave the Coolidge Transit Station at 5:00 AM for service to begin at the Pinal County Complex – Casa Grande at 5:30 AM.

Figure 26. Recommended Near-Term Route





CENTRAL ARIZONA REGIONAL TRANSIT ROUTE OPTIMIZATION STUDY

Pinal County and CAC Service Change Fact Sheets

As funding partners and some of the largest drivers of existing CART ridership, targeted fact sheets were developed for Pinal County employee commuters and CAC students. These fact sheets provide similar information as the on-board notice of service changes but also add specific information related to these two groups of riders. The Pinal County Complex fact sheet includes the new travel times and arrival/departure times from the County Complexes in Casa Grande and Florence during the morning and afternoon commute times to allow Pinal County employees to easily plan their commute trips on CART. The CAC fact sheet provides information on the travel times between CAC and other key destinations on the CART system, including the Coolidge Walmart, Downtown Casa Grande, the Fry's Plaza in Casa Grande, and the Florence Library/Town Hall stop. Screenshots of these fact sheets are shown to the right.

Bus Stop Signage

In an effort to make the branding for CART more modern and consistent, sample bus stop designs were developed that incorporate a more contemporary design. Three options were developed using the colors and branding used for the Route Optimization Study and are shown in the screenshots below. The City will use these as inspiration for future stop design changes in the future aimed at making the service more visible and attractive.

PINAL COUNTY COMPLEX STREAMLINED SERVICE

BACKGROUND
The Central Arizona Regional Transit (CART) system provides service between Casa Grande, Coolidge, Florence, and Sky. Additional targeted service between the County Complexes in Casa Grande and the County Complexes in Florence. The service change is being implemented to better serve riders.

The streamlined service provides access to students and faculty, government offices, and Downtown Casa Grande. The address of stops in Downtown Casa Grande are: Rural Park, Fry's Casa Grande, and Walmart in Coolidge.

CENTRAL ARIZONA COLLEGE CART SERVICE

BACKGROUND
The Central Arizona Regional Transit (CART) system provides service between Casa Grande, Coolidge, Florence, and Sky. Additional targeted service between the County Complexes in Casa Grande and the County Complexes in Florence. The service change is being implemented to better serve riders.

The streamlined service provides access to students and faculty, government offices, and Downtown Casa Grande. The address of stops in Downtown Casa Grande are: Rural Park, Fry's Casa Grande, and Walmart in Coolidge.

Central Arizona Regional Transit
CART

BUS STOP

Coolidge Transit Terminal

Westbound Route

520-723-7195
RIDETHECART.COM

Central Arizona Regional Transit
CART

BUS STOP

Coolidge Transit Terminal

Eastbound Route

Days Operated
Monday - Friday

First Route - 7:30 am
Last Route - 6:36 pm

520-723-7195
RIDETHECART.COM

Central Arizona Regional Transit
CART

BUS STOP

Coolidge Transit Terminal

Westbound Route

520-723-7195
RIDETHECART.COM



Long-Term Vision (Five to 10 Years)

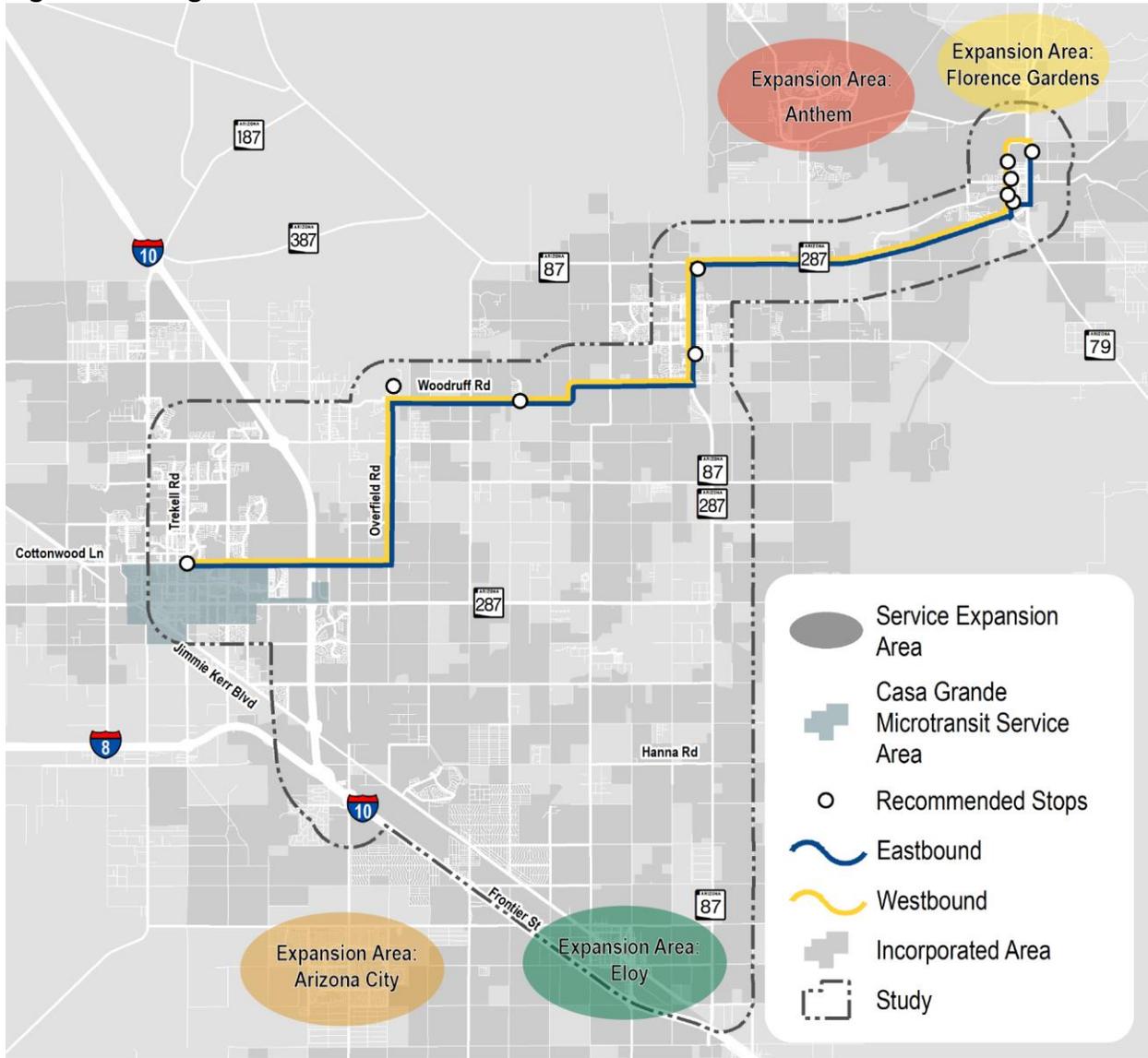
Long-term recommendations for the service include:

Elimination of Service to Casa Grande. The City of Casa Grande’s microtransit system is anticipated to begin operation in early 2023. After this service has been operational for a couple years and the demand has been established, the City of Coolidge should work with the City of Casa Grande to evaluate eliminating CART service in Casa Grande and have riders transfer to the microtransit service to provide more direct access to their destinations. Considerations will include the microtransit capacity to serve CART customers more directly, transfer procedures, scheduling microtransit service for CART riders, and the financial state of CART service. Should this option be pursued, CART service would be discontinued at the Pinal County Complex in Casa Grande which would serve as the central point to connect CART riders with the microtransit service.

Additional Expansion Opportunities. Once CART is performing more efficiently through the short-term recommendations provided in this document, the City of Coolidge could evaluate the potential for expansion service. Potential expansion areas, listed in relative order of priority, include the areas below and are shown in **Figure 27**:

1. **Eloy.** The 2016 Coolidge Transit Plan and the SCMPO Eloy Transit Feasibility Study both identified Eloy as having sufficient transit propensity to explore an expansion route to CART to provide access to central Eloy and the growing employment corridor along SR 87.
2. **Arizona City.** This area has demographics that could result in substantial transit need, but a formal analysis has not been completed. Arizona City is also a low-density area that could be challenging to serve with fixed-route transit.
3. **Florence Gardens.** This area contains many lower-income households and senior citizens, both of which are more likely to ride transit service. Florence Gardens is also less than two miles from the Pinal County Courts - Florence CART stop, so adding service to this area would incur minimal additional operating cost.
4. **Anthem at Merrill Ranch.** This area also has numerous senior citizens and is a fast-growing area which could offer a substantial new market of potential riders for the CART system.

Figure 27. Long-Term Service Recommendations



An aerial photograph of a vast agricultural landscape, showing a grid of rectangular fields in various shades of brown, tan, and green. A central text box with a green border is overlaid on the image. The text is in a bold, yellow, sans-serif font. The background image shows a mix of cultivated and fallow land, with some areas appearing more densely packed with crops or structures. The overall scene is a typical representation of a large-scale farming operation in an arid or semi-arid region.

Appendix: Transitional Marketing Materials

Central Arizona Regional Transit



CART provides regional bus service between Coolidge, Casa Grande, Florence, and Central Arizona College. CART operates Monday - Friday. This guide includes everything you need to know to get where you need to go on CART.

The map in this guide shows the routing and bus stop locations for the CART bus route. Please note that the bus stops only at the designated stops shown in the map on the reverse side of this guide. Please be at the bus stop five minutes before the scheduled time.

ACCESSIBILITY



CART's service is accessible to persons with disabilities:

- » Drivers are trained to assist you.
- » Drivers provide information on destinations served.
- » Buses are accessible to persons in wheelchairs.
- » Drivers deploy ramps/lifts upon request, even if you do not use a wheelchair.
- » Buses have priority seating for seniors and persons with disabilities.
- » Drivers announce stops, including any stop you request be announced.
- » Persons using portable oxygen and respirators are welcome on buses.

Welcome aboard!

CART FARES

AGE	ONE-WAY FARE	DAILY FARE	MONTH FARE	LOCAL CART DAILY	LOCAL & CART MONTH
Children 12 & Under or Students	\$1.00	\$2.00	\$30.00	\$3.00	\$60.00
Adult 13-54	\$2.00	\$4.00	\$60.00	\$6.00	\$90.00
Disabled/Senior 55 & Up	\$2.00	\$4.00	\$60.00	\$6.00	\$90.00

Children under 5 must be accompanied by an adult.

Exact Fare Only on Buses—No Change will be given.

We accept \$20, \$10, \$5, \$1, and quarters. No other loose change will be accepted.

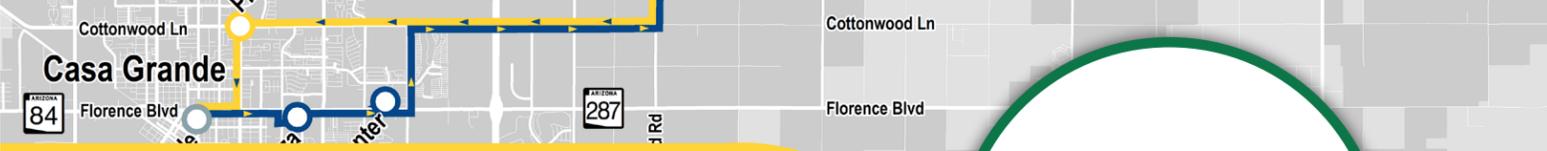
One-Way and Daily fares may be purchased on the bus.

Monthly fares can only be purchased at the Coolidge Transit Station located at 395 W. Palo Verde Ave. in Coolidge. Forms of payment include: Cash, Check, Visa, MasterCard, and Discover.

If you purchase a Daily or Monthly Local & CART fare you may use the Cotton Express services for as long as your bus ticket is valid. A CART bus ticket must be purchased to use the express services, no local Cotton Express bus tickets will be accepted on the CART Route.

Student fares can be purchased only with proof of a valid school identification card (ID).

STOP	LOCATION
Eastbound Route	
Downtown Casa Grande	5th Street and Drylake Street
Fry's Plaza	Fry's at Southwest Corner of Florence Blvd and Pottenbaum Rd
Casa Grande Medical Center	Casa Grande Medical Center Front Entrance
Central Arizona College	Parking Lot B, north of campus residence halls
Martin Valley	Southwest Corner of Woodruff Rd and Curry Rd
Coolidge Transit Terminal	Southeast Corner of Palo Verde Ave and 4th St
Coolidge Walmart	Walmart at Southeast Corner of Arizona Blvd and Florence-Coolidge Hwy
Stewart St/Orlando St	Southwest Corner of Stewart St and Orlando St
Westbound Route	
Pinal County Courts	Jason Lopez Cir in front of the Pinal County Superior Courthouse
Florence Library/Town Hall	Main St in front of the Town of Florence Library and Community Center
Pinal County Complex - Florence	Southwest Corner of Pinal St and 12th St
Adamsville Rd/Main St	Northwest Corner of Main St and Adamsville Rd
Coolidge Walmart	Walmart at Southeast Corner of Arizona Blvd and Florence-Coolidge Hwy
Coolidge Transit Terminal	Southeast Corner of Palo Verde Ave and 4th St
Martin Valley	Northwest Corner of Woodruff Rd and Curry Rd
Central Arizona College	Parking Lot B, north of campus residence halls
Pinal County Complex - Casa Grande	South side of the Pinal County Administration Bldg at the Northeast Corner of Cottonwood Ln and Kadota Ave



TIPS FOR RIDING

- » Be standing at the bus stop when the bus arrives.
- » Have bus fare ready upon boarding.
- » Smoking, eating and drinking are not allowed on board. (Bottled Water Only)
- » Passengers must keep their packages, strollers, walkers and other carry-ons secure at all times.
- » All mobility aid devices must be secured using vehicle restraint system.
- » Do not bring more packages than you can carry. The driver is not permitted to assist with packages.
- » Service animals allowed, no pets.
- » No drugs, weapons or hazardous material allowed on the bus.
- » Drivers may refuse service to anyone who is disruptive, offensive, rude, disorderly, threatening, or appears to be under the influence of drugs or alcohol.

CART is operated by the City of Coolidge. All vehicles are wheelchair accessible and operated in accordance with the Americans with Disabilities Act. Reasonable modifications in policies, practices, or procedures are available to avoid discrimination on the basis of disability. To file an accessibility-related complaint, please contact Transit Manager, 395 W. Palo Verde Ave., Coolidge, AZ, (520) 723-6085, email: cottonexpress@coolidgeaz.com.

The City of Coolidge and CART comply with Title VI of the Civil Rights Act of 1964. Service will be provided without regard to race, color, national origin, age, sex or disability. To file a civil rights complaint, contact ADOT Civil Rights Office, 206 S. 17th Ave., Mail Drop 155A, Phoenix, AZ 85007, (602) 712-8946. email: civilrightsoffice@azdot.gov.

Information about the transit agency, including information in non-English alternative formats may be obtained through the transit manager at (520) 723-7195 or cottonexpress@coolidgeaz.com.

FUNDED IN PARTNERSHIP BY:



RIDER'S GUIDE

- » REGIONAL PUBLIC TRANSIT
- » BUS ROUTE & SCHEDULES
- » FARE INFORMATION

(520) 723-7195

WWW.RIDETHECART.COM

**For TTY Text-to-Voice
Relay Dial 711**



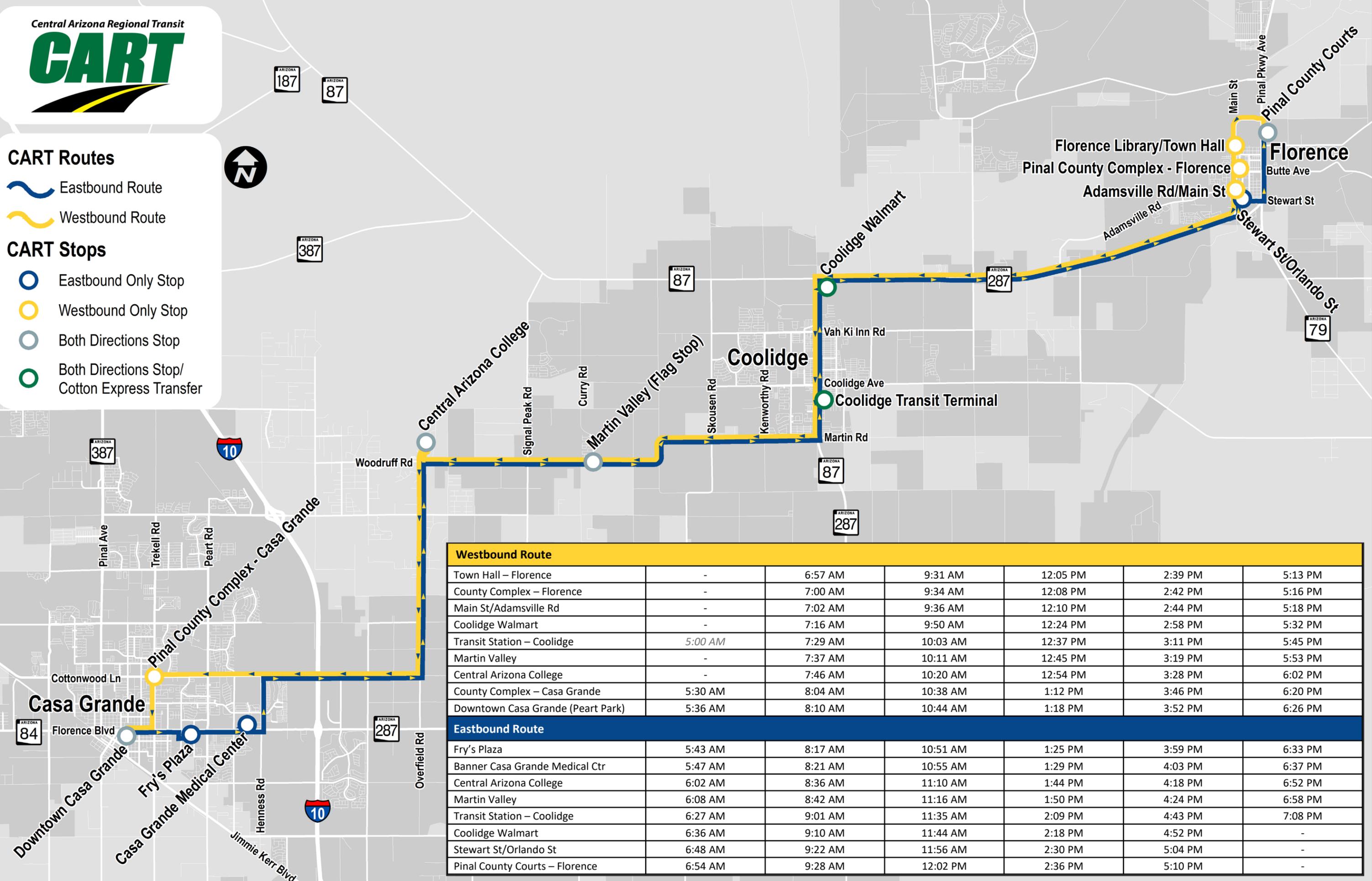


CART Routes

- Eastbound Route
- Westbound Route

CART Stops

- Eastbound Only Stop
- Westbound Only Stop
- Both Directions Stop
- Both Directions Stop/
Cotton Express Transfer



Westbound Route						
Town Hall – Florence	-	6:57 AM	9:31 AM	12:05 PM	2:39 PM	5:13 PM
County Complex – Florence	-	7:00 AM	9:34 AM	12:08 PM	2:42 PM	5:16 PM
Main St/Adamsville Rd	-	7:02 AM	9:36 AM	12:10 PM	2:44 PM	5:18 PM
Coolidge Walmart	-	7:16 AM	9:50 AM	12:24 PM	2:58 PM	5:32 PM
Transit Station – Coolidge	5:00 AM	7:29 AM	10:03 AM	12:37 PM	3:11 PM	5:45 PM
Martin Valley	-	7:37 AM	10:11 AM	12:45 PM	3:19 PM	5:53 PM
Central Arizona College	-	7:46 AM	10:20 AM	12:54 PM	3:28 PM	6:02 PM
County Complex – Casa Grande	5:30 AM	8:04 AM	10:38 AM	1:12 PM	3:46 PM	6:20 PM
Downtown Casa Grande (Peart Park)	5:36 AM	8:10 AM	10:44 AM	1:18 PM	3:52 PM	6:26 PM
Eastbound Route						
Fry's Plaza	5:43 AM	8:17 AM	10:51 AM	1:25 PM	3:59 PM	6:33 PM
Banner Casa Grande Medical Ctr	5:47 AM	8:21 AM	10:55 AM	1:29 PM	4:03 PM	6:37 PM
Central Arizona College	6:02 AM	8:36 AM	11:10 AM	1:44 PM	4:18 PM	6:52 PM
Martin Valley	6:08 AM	8:42 AM	11:16 AM	1:50 PM	4:24 PM	6:58 PM
Transit Station – Coolidge	6:27 AM	9:01 AM	11:35 AM	2:09 PM	4:43 PM	7:08 PM
Coolidge Walmart	6:36 AM	9:10 AM	11:44 AM	2:18 PM	4:52 PM	-
Stewart St/Orlando St	6:48 AM	9:22 AM	11:56 AM	2:30 PM	5:04 PM	-
Pinal County Courts – Florence	6:54 AM	9:28 AM	12:02 PM	2:36 PM	5:10 PM	-



NOTICE

CART SERVICE IS GETTING STREAMLINED!

CART is focusing its service on the times and places that you want to go! Our new service will provide more direct trips between Casa Grande, Coolidge, and Florence as well as a second connection to Cotton Express.

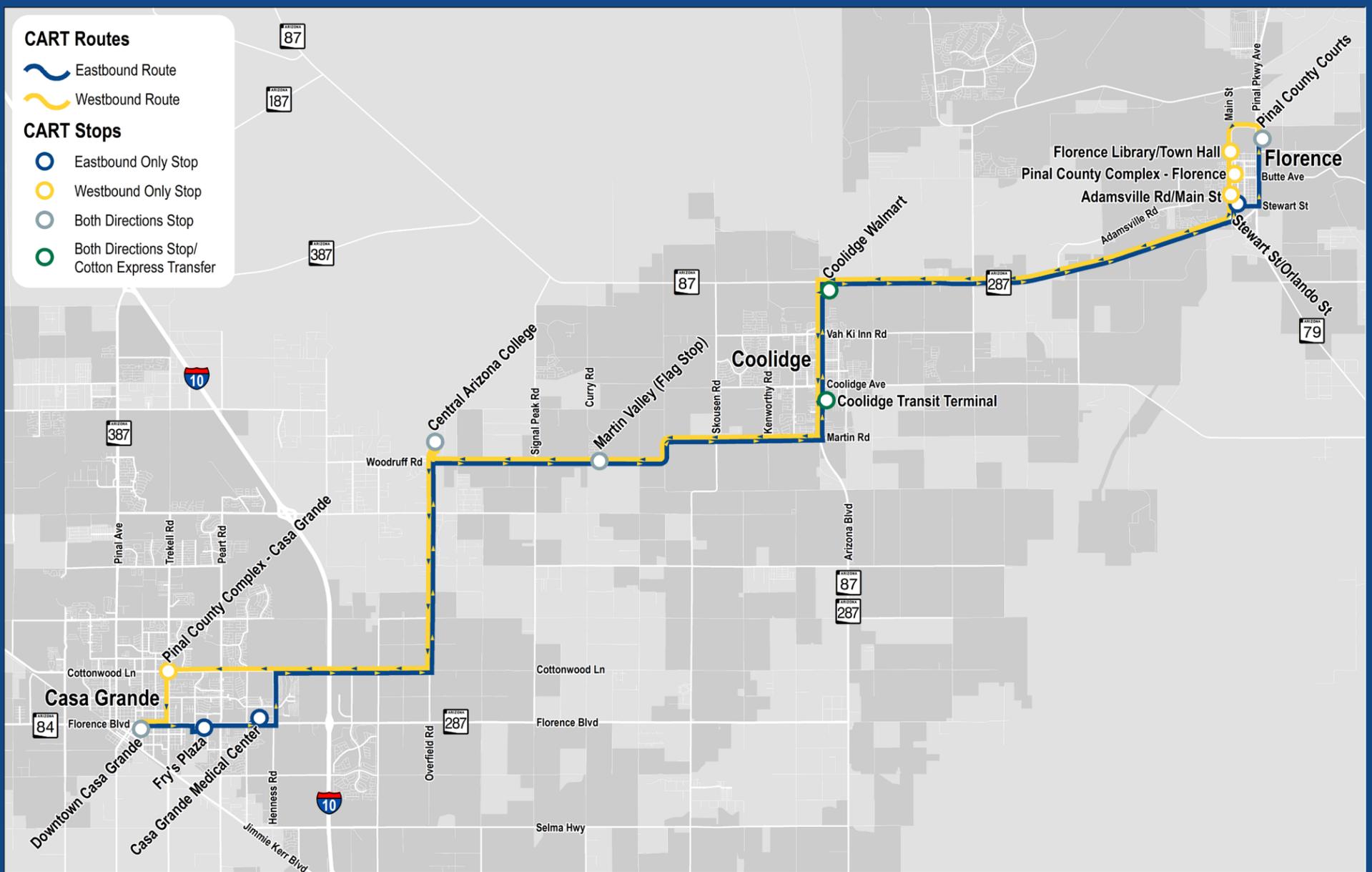
WE ARE ADDING THREE NEW STOPS:

- » **Walmart** in Coolidge on Arizona Boulevard
- » **Downtown Casa Grande** at the corner of 5th Street and Drylake Street on the south side of Peart Park
- » **Fry's Plaza** in Casa Grande on Florence Boulevard between Colorado Street and Pottebaum Road

THREE STOPS ARE BEING ELIMINATED:

- » **Greyhound** at the Love's Travel Stop at I-10 and Sunland Gin Road
- » **Florence Boulevard and Trezell Road** in Casa Grande
- » **Promenade Mall** at Promenade Parkway and Mission Parkway in Casa Grande

THE NEW ROUTE MAP AND TIMETABLE:



Westbound Route						
Town Hall – Florence	-	6:57 AM	9:31 AM	12:05 PM	2:39 PM	5:13 PM
County Complex – Florence	-	7:00 AM	9:34 AM	12:08 PM	2:42 PM	5:16 PM
Main St/Adamsville Rd	-	7:02 AM	9:36 AM	12:10 PM	2:44 PM	5:18 PM
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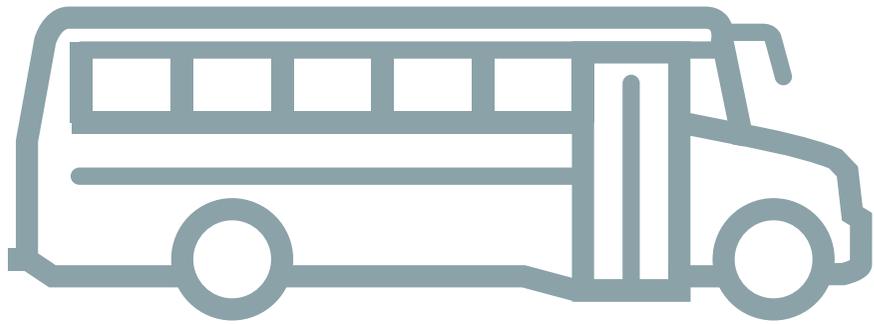
Central Arizona Regional Transit

CART



NOTICE

CART SERVICE IS GETTING STREAMLINED!



LEARN ABOUT THE NEW, STREAMLINED

CART SERVICE

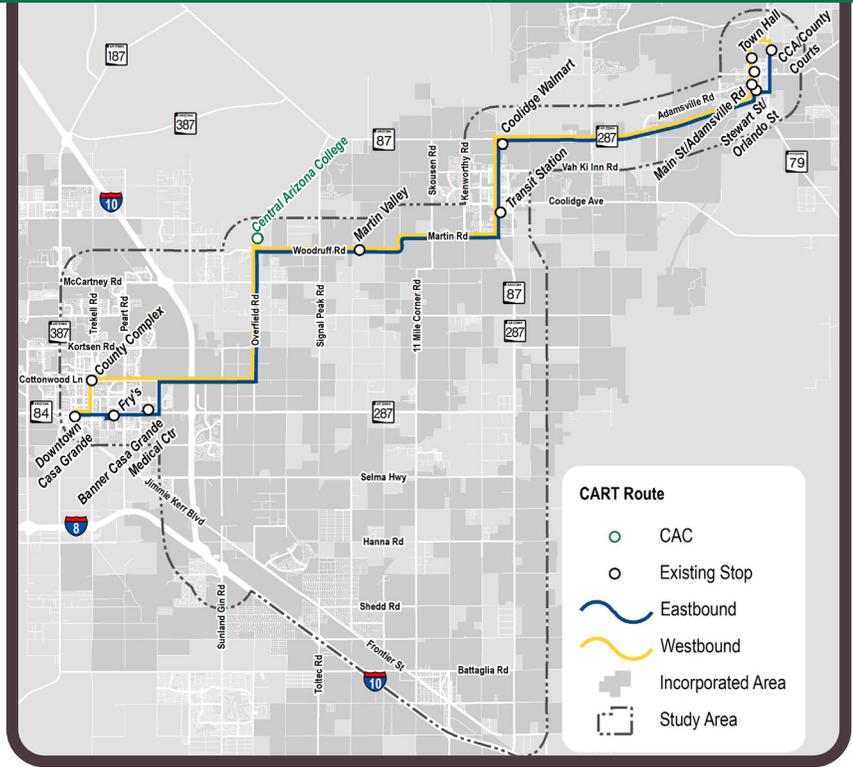
RIDETHECART.COM

BACKGROUND

The Central Arizona Regional Transit (CART) system provides service between Casa Grande, Coolidge, Florence, and Eloy, specifically providing service to the Central Arizona College campus and surrounding destinations. The existing CART route is being streamlined to better serve riders.

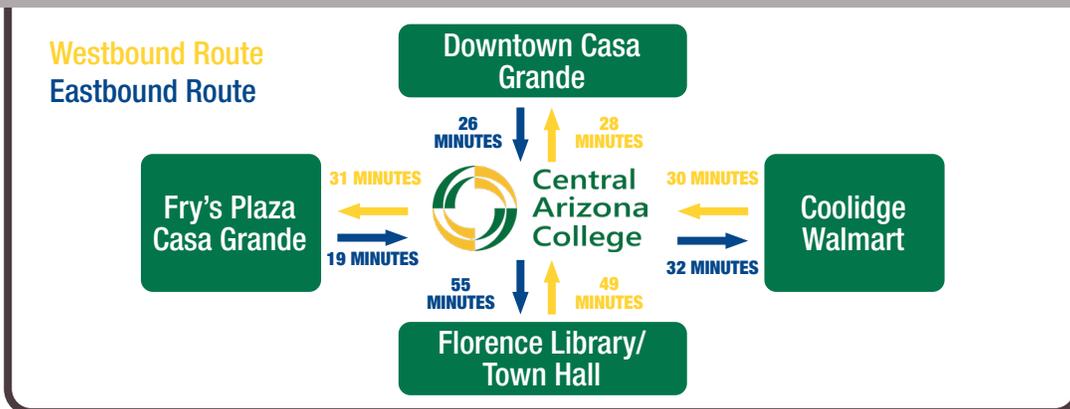
The streamlined CART service provides better access to student and faculty, serving the campus in both directions per run. CART serves CAC from 6:02 AM to 6:52 PM, stopping at the campus 11 times a day.

The CART streamlined service provides students and faculty with access to groceries, department stores, and Downtown Casa Grande, with the addition of stops in Downtown Casa Grande, at Peart Park, Fry's in Casa Grande, and Walmart in Coolidge.



Westbound Route						
Town Hall - Florence	-	6:57 AM	9:31 AM	12:05 PM	2:39 PM	5:13 PM
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Banner Casa Grande Medical Center	5:47 AM	8:21 AM	10:55 AM	1:29 PM	4:03 PM	6:37 PM
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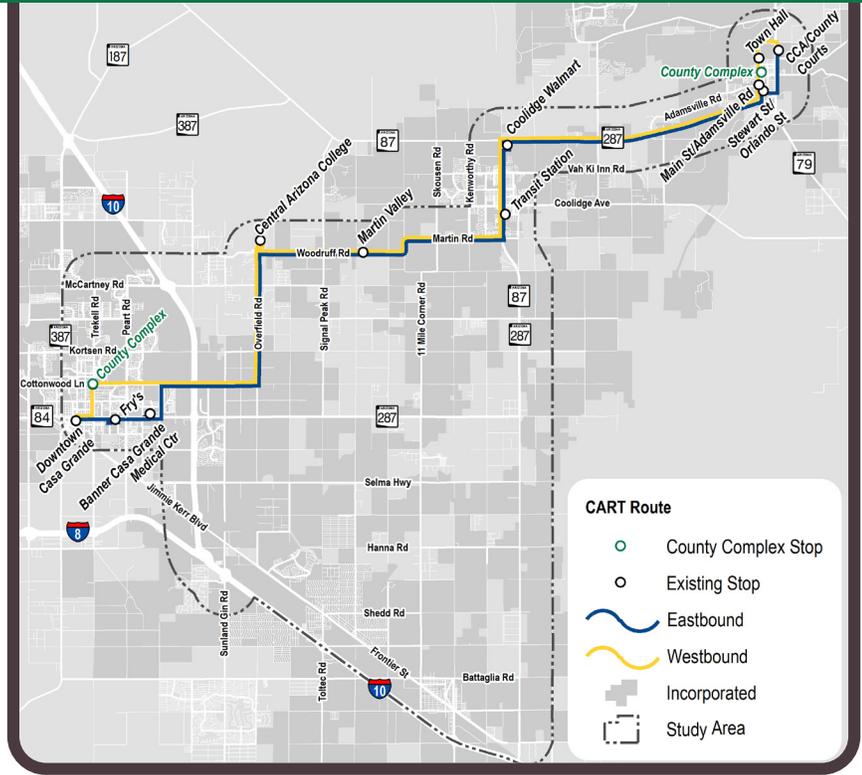
Note: The CART bus will leave the Coolidge Transit Station at 5:00 AM for service to begin at the Pinal County Complex - Casa Grande at 5:30 AM.



BACKGROUND

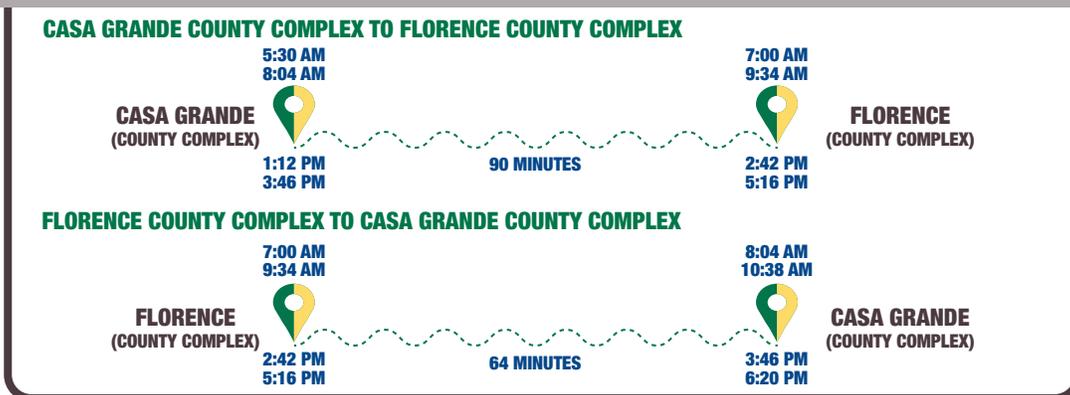
The Central Arizona Regional Transit (CART) system provides service between Casa Grande, Coolidge, Florence, and Eloy, specifically providing service between the County Complex in Casa Grande and the County Complex in Florence. The existing CART route is being streamlined to better serve riders.

Improving service between the County Complex locations in Casa Grande and Florence was a priority when reconfiguring the service to allow Pinal County employees to use CART as a daily commute option.



Westbound Route						
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Central Arizona Regional Transit

CART



BUS STOP

Coolidge Transit Terminal

Westbound Route



520-723-7195

RIDETHECART.COM



BUS STOP



Central Arizona Regional Transit

CART

COOLIDGE TRANSIT TERMINAL

Days Operated

Monday - Friday

First Route - 7:30 am

Last Route - 6:36 pm

Eastbound Route

RIDETHECART.COM

520-723-7195



Central Arizona Regional Transit

CART

BUS STOP

Coolidge Transit Terminal

520-723-7195

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WESTBOUND ROUTE