

# PRE-MEETING AGENDA

Casper City Council  
City Hall, Council Meeting Room  
Tuesday, July 6, 2021, 5:30 p.m.



*\*Please silence cell phones during the City Council meeting.\**

Entrance to the meetings is the east door off David Street. Face coverings are encouraged for those individuals who have not been fully vaccinated against COVID-19. Public input via email is encouraged: [CouncilComments@casperwy.gov](mailto:CouncilComments@casperwy.gov).

	Presentation	Allotted	Beginning Time
1.	Metropolitan Planning Organization 5-Year Strategic Transit Development Plan Final Report	10 min	5:30
2.	Porter, Muirhead, Cornia, Howard (PMCH) Engagement Letter	10 min	5:40
3.	Agenda Review	5 min	5:50
	Approximate Ending Time		5:55

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June 22, 2021

MEMO TO: J. Carter Napier, City Manager *JCN*

FROM: Liz Becher, Community Development Director *LB*  
M. Jeremy Yates, MPO Supervisor *mjy*

SUBJECT: Transit Strategic Development Plan Presentation

Meeting Type & Date:

Regular Council Pre-Meeting, July 6, 2021.

Action Type:

Information Only

Summary:

Casper Area Metropolitan Planning Organization (MPO) Staff, along with their consultant Moore & Associates Inc., will present the final draft of the Transit Strategic Development Plan to Council. The MPO expects that the plan will receive final approval from the MPO Policy Committee after a thirty (30) day public comment period, which began on Friday, June 25, 2021.

The goals of the MPO's Transit Strategic Development Plan are to perform an objective assessment of the existing operations of the Casper Area Transit System, provide practical, cost-effective recommendations to enhance the system, and to identify strategies to increase the transit customer base. The Transit Strategic Development Plan, required as a prerequisite to receive federal transit grants, is adopted by the Casper Area MPO to ensure that our local transit system operates successfully and meets the transit needs of the Casper area.

Financial Considerations:

Funding for this project comes from the MPO, including federal monies and contributions from member agencies. The MPO Policy Committee approved the funding of \$100,000 of MPO Programs and Projects funds from the Federal Consolidated Planning Grant for the total project on July 24, 2019.

Oversight/Project Responsibility:

M. Jeremy Yates, MPO Supervisor

Attachments:

Final Draft of the Transit Strategic Development Plan



Casper Area Metropolitan Planning Organization

# Five-Year Transit Strategic Development Plan

DRAFT REPORT  
MAY 2021



Prepared by Moore & Associates, Inc.





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## Chapter 1 | Executive Summary

At the time of project initiation (October 2020), public transit services within the jurisdictional area of the Casper Area Metropolitan Planning Organization (MPO) were provided through a contract with the Casper Area Transportation Coalition (CATC), a local non-profit organization. CATC had operated transit service in the area for more than 35 years, essentially providing the management and staffing to maintain day-to-day operations. To support this operation, the City of Casper provided a co-located administrative office and fleet maintenance facility (1715 East Fourth Street, Casper), as well as a fleet of transit vehicles. In addition, the City provided fleet maintenance staffing as well as fuel to operate both the dial-a-ride and fixed-route services.

At the time of the Plan's preparation, The Bus consisted of six deviated fixed routes; four routes operating within Casper, with one route each in Mills and Evansville. At this time all routes operated Monday through Friday, with the four Casper routes having reduced hours on Saturday. Paratransit service (CATC) hours mirrored those of the deviated fixed-route service. The Bus and CATC served a population of approximately 80,000. The cornerstone goal of this project was to take an objective, look at public transit services operating throughout the Casper area and adjoining Natrona County.

In early April 2021, the Casper city council approved a plan whereby the City of Casper would assume day-to-day operation of the entire transit program, in effect terminating the long-standing relationship with CATC. Given the City is the grant recipient of federal funding provided by the Federal Transit Administration (FTA) as well as state funding from the Wyoming Department of Transportation (DOT), it is believed the change would streamline the processes associated with the funding channels needed to support this important community program. In the near term, it is expected the historic route structure, operating schedules, and program policies will remain largely unchanged.

Concurrent with the City's assumption of day-to-day program management was a rebranding of both transit services. Starting in early May 2021, the fixed-route service became known as Casper Area Link while the demand-response service was renamed Casper Area Transit Assist (or CAT Assist).

Throughout this report, the reader will encounter multiple transit service names or identifiers. The terms "The Bus" and "CATC" refer to the fixed-route and demand-response services (respectively), as operational prior to the April 2021 program administration change. By contrast, the terms "Casper Area Link" and "Casper Area Transit Assist (CAT Assist)" refer to the two services starting in May 2021.

The Transit Strategic Development Plan includes numerous recommendations concerning transit operations, policy and procedures, technology, and marketing and outreach which the City and the MPO anticipate introducing once the program transition period has been completed.

**Chapter 2** provides an overview of operating conditions (fixed-route and demand-response) as observed first-hand by the consultant team during October 2020.

Topics addressed within Chapter 2 include a demographic analysis of the study area, a system performance analysis, an assessment of current transit needs and operational challenges, an overview of the transit fleet, and baseline financial information.



**Chapter 3** is a summary of the community engagement activities utilized in the preparation of the Plan. Multiple approaches to community outreach were used during the preparation of the Five-Year Transit Strategic Development Plan to ensure broad representation from the community. This included surveys specific to transit customers, a survey of the community at-large, outreach to stakeholders, and community workshops.

**Chapter 4** includes a summary of the community's transit needs identified as a result of the planning process. In preparing the Plan, the consultant received valuable input from City and MPO staff, feedback from CATC staff and the CATC Board, stakeholders, and members of the community. When asked how implementation of the requested service changes could impact their use of public transit, nearly 66 percent the transit riders surveyed indicated they would ride more. In addition, 84 percent of community survey respondents indicated they would consider patronizing the fixed-route service if their primary mode of travel were not available.

**Chapter 5** presents a series of recommendations designed to address service-related transit needs, many of which were identified in Chapter 4. Those recommendations include:

- Reduce the number of published schedule time-points.
- Implement service to the airport on a trial basis.
- Designate Smith's as a time-transfer location.
- Extend Red Route to the Eastridge Mall.
- Work with the Casper VA Clinic to identify mobility options for its clientele.
- Establish a bus stop near the Wyoming Rescue Mission.
- Develop trial program for TNC ride subsidy (weekday evenings and/or Saturday service).

**Chapter 6** addresses administrative, policy, and funding recommendations designed to benefit the City's transit program. Those recommendations include:

- Redesign transit service informational materials.
- Implement a Marketing Plan.
- Redesign the Transit website.
- Implement real-time bus arrival app.
- Create/implement ongoing Travel Training program.
- Create/implement a broader monthly pass program (or other non-cash fare media).
- Adopt and implement a more formal/broader transfer policy.
- Upgrade dispatching software to support off-site dispatching.
- Purchase/install Mobile Display Terminals in each vehicle.
- Implement Bus Stop Improvement Program.
- Develop a bus stop "adoption" (sponsorship) program.
- Establish a Social Service Advisory Committee.
- Rebrand the transit service.

**Chapter 7** presents the Plan's Operations, Financial, and Capital Plans. The Operations Plan prioritizes the recommendations using a three-phased approach for implementation. Phase 1 offers near-term recommendations, which the consultant believes should be implemented within the first year. Phase 2 includes mid-term recommendations, which should be implemented within one to three years. Phase 3



offers long-term recommendations, for implementation within three to five years. The Financial Plan examines the fiscal impact of each of the recommendations, and programs them into the financial forecast across the next five years. Finally, the Capital Plan incorporates capital costs of the recommendations into the status quo Capital Plan.



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## Chapter 2 | Existing Conditions

The purpose of this chapter is to provide a baseline understanding of the environment within which The Bus and CATC operated. Topics addressed within this chapter include a demographic analysis of the study area, a system performance analysis, an assessment of community transit/mobility needs as well as operational challenges, an overview of the transit fleet, and baseline financial information.

### 2.1 System Overview

Historically, public transit in the Casper area was provided by The Bus deviated fixed-route service and CATC paratransit service. Funded through the City of Casper, day-to-day operations were contracted to the Casper Area Transportation Coalition (CATC), a local non-profit organization. CATC operated both services for more than 30 years. In other words, since service inception. The service area population is approximately 80,000.

The fixed-route network includes six alignments. At the time of the study, all routes operated Monday through Friday, with the four Casper routes offering reduced service on Saturday as well. Paratransit service hours mirrored those of the deviated fixed-route service. Transit service was not provided on six designated holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day.

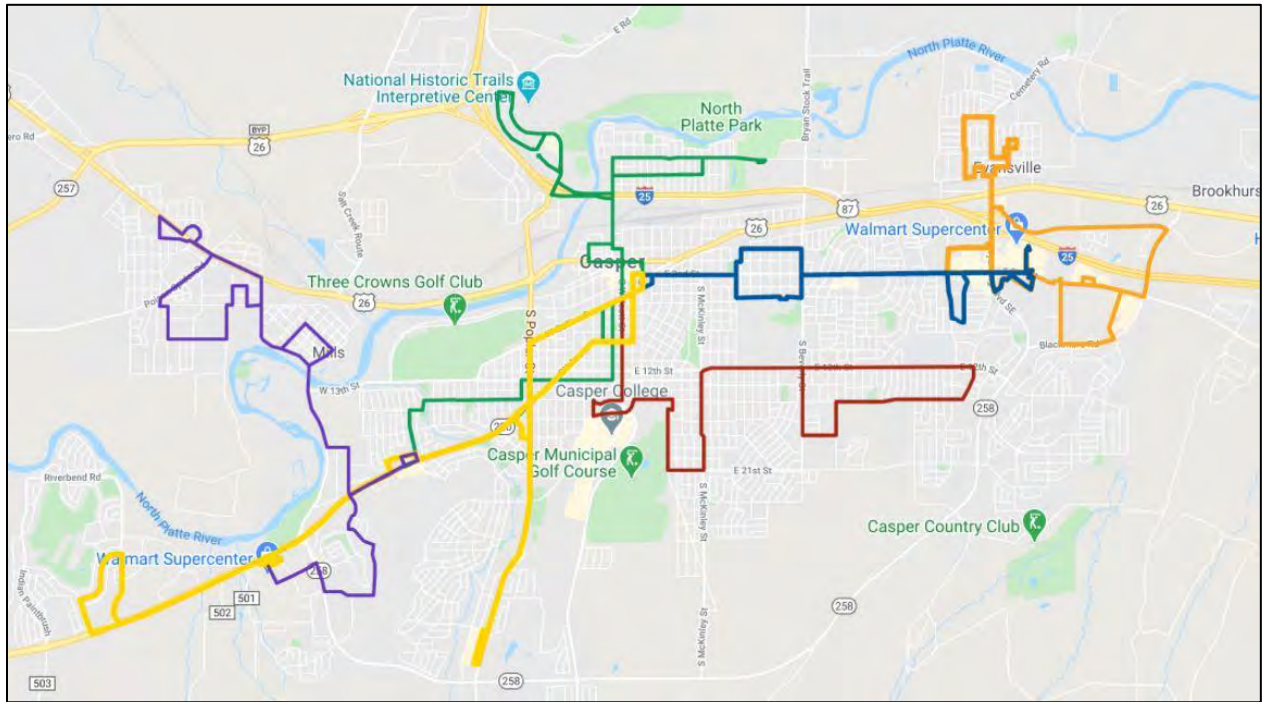
Exhibit 2.1.1 The Bus Fixed Route Schedule

Route	Service Area	Weekday Service Hours	Saturday Service Hours
Blue	2 <sup>nd</sup> Street -Walmart East	6:30 a.m. – 6:30 p.m.	7:30 a.m. – 3:30 p.m.
Red	Casper College – 15 <sup>th</sup> Street	6:30 a.m. – 6:30 p.m.	7:30 a.m. – 3:30 p.m.
Green	North Casper – Downtown – CY Avenue	6:30 a.m. – 6:30 p.m.	7:30 a.m. – 3:30 p.m.
Yellow	Paradise Valley – Sunrise area	6:30 a.m. – 6:30 p.m.	7:30 a.m. – 3:30 p.m.
Orange	Blackmore – Evansville	7:00 a.m. – 6:00 p.m.	No service
Purple	Walmart West – Mesa – Mills	7:00 a.m. – 6:00 p.m.	No service

The towns of Evansville and Mills provide financial support for the Orange and Purple routes, respectively. Natrona County also provides financial contribution, since both The Bus and CATC served small areas of adjoining unincorporated Natrona County. The town of Bar Nunn is not served by the fixed-route service, but lies within the demand-response service area. Casper, Bar Nunn, Evansville, Mills, and Natrona County comprise the jurisdictional members of the Casper Area Metropolitan Planning Organization (MPO).



Exhibit 2.1.2 Fixed-Route Network



The base one-way (general public) fare for the fixed-route service is one dollar, while the one-way demand-response paratransit fare is two dollars for eligible riders. Several fixed-route reduced fares were available, as were monthly passes and free transfers between the six routes. Route deviations are available for all routes (up to two blocks from the established alignment).

Exhibit 2.1.3 Fare Schedule

Fare Category	Fare
<b>Fixed-Route Fares</b>	
General public (adult base fare)	\$1.00
Seniors, disabled, Medicare recipients	\$0.50
Students	\$0.75
Children under 5 years	Free
General public monthly pass	\$30.00
Senior/disabled monthly pass	\$15.00
Student monthly pass	\$25.00
Route deviation (general public)	\$2.00
Route deviation (reduced fare-eligible)	\$1.00
Transfers	Free
<b>Paratransit Fares</b>	
Tickets	
General public fare	\$5.00
Reduced fare (elderly, disabled, or Medicare)	\$2.00
Children 12 or under (with an adult)	\$1.00





## 2.2 Demographic Analysis of Study Area

The project study area includes four communities: Casper, Bar Nunn, Evansville, and Mills. While each community has a slightly different character, all are demographically similar.

The Wyoming Department of Administration and Information, Economic Analysis Division, estimates the population of the Casper area at approximately 67,000 residents, which comprises approximately 85 percent of the population of Natrona County as a whole. Casper is the largest community in the service area; at 57,502 residents, it contains more than 86 percent of the service area population. The remaining three communities are significantly smaller: Bar Nunn with approximately 2,700 residents; Evansville approximately 2,900 residents; and Mills 3,700 residents.

The State's Economic Analysis Division estimates a 5.5 percent overall growth for each community across the next 20 years. Population declines in several recent years have slowed the forecast rate of growth.

Given the disparity between population size, population growth for Casper and Natrona County is provided in Exhibit 2.1, while that for Bar Nunn, Evansville, and Mills is provided in Exhibit 2.2.



Exhibit 2.2.1 Forecast Casper and Natrona County Population Growth

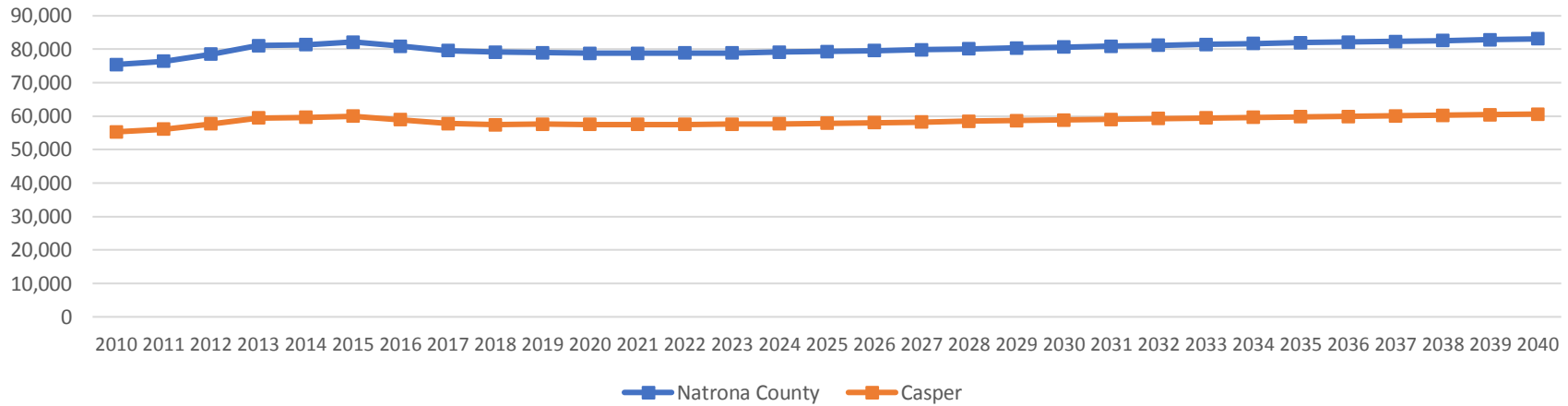
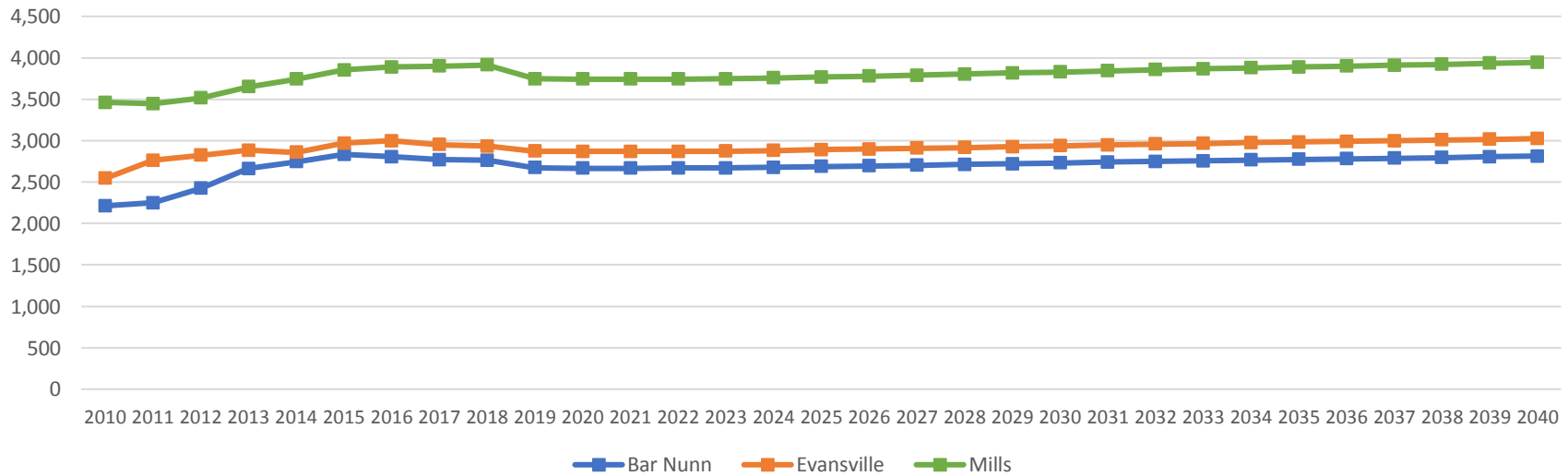


Exhibit 2.2.2 Forecast Bar Nunn, Evansville, and Mills Population Growth





Unless otherwise indicated, all data for the following demographic analysis is taken from the 2018 American Community Survey Five-Year Estimates, the most current data available for the required level of detail through the federal Census Bureau at the time this report was prepared.

### Race and Ethnicity

All four communities have a majority Caucasian population, ranging from 88.7 percent in Bar Nunn to 97.3 percent in Mills (Exhibit 2.3). There is no single race absent within the study area, although not all races are present in all communities. It is important to note Hispanic or Latino is an ethnicity not a race. A person of any race can be considered Hispanic or Latino. Therefore, individuals who identified as Hispanic or Latino are included within one of the races.

The majority of study area residents indicated English as their native tongue or cited speaking it “very well.” On an aggregate basis, less than two percent of study area residents indicated speaking English less than “very well,” the majority of those persons indicating speaking Spanish.

### Historically Mobility-Disadvantaged Populations

Four demographic groups are often identified as historically mobility-disadvantaged populations (Exhibit 2.4). These include youth (under age 18), seniors (age 65 and older), persons having a disability, and persons residing in zero-vehicle households. In many instances, individuals within these populations are more likely to rely on public transit because they do not drive either due to age, lack access to a vehicle, or no longer operate a vehicle.

### Youth

Bar Nunn includes the highest youth population, with persons under 18 comprising 31.5 percent of the total community population. Evansville has the lowest youth population, at just 23.3 percent, although there is little difference among the communities of Evansville, Mills, and Casper. The percentage of youth under 18 in both Wyoming and the United States as a whole is approximately 23 percent. This places Casper, Evansville, and Mills in line with the state and nation, while Bar Nunn is home to a significantly higher percentage of youth. On an aggregate basis, the youth population of the study area is approximately 25 percent.

### Seniors

Mills features the highest senior population, with persons age 65 and older comprising 17.2 percent of the total community population. Bar Nunn has the lowest senior population, at just 4.7 percent. Casper has the second-highest (13.6 percent), while Evansville stands at 10 percent. The percentage of seniors age 65 and older in both Wyoming and the United States as a whole is approximately 15 percent. Combined, the senior population of the study area is 13 percent, placing it slightly below that of the state and nation.

### Persons with a Disability

In addition to having the highest senior population, Mills also has the greatest percentage of persons with disabilities, comprising 22.1 percent of the total community population. Bar Nunn has the lowest disabled population, at just 8.8 percent. Evansville has the second-highest (19.1 percent), while Casper stands at 13.9 percent. On an aggregate basis, the population of persons with disabilities is approximately 14 percent. This is slightly higher than the national metric (12.7 percent), but significantly higher than that of Wyoming at-large (7.7 percent).



### *Zero-Vehicle Households*

The presence of a vehicle in a household can significantly influence an individual's reliance upon or use of public transit. Mills has the greatest percentage of zero-vehicle households, comprising 6.1 percent of total households. Casper is the second-highest, at 4.4 percent. Bar Nunn and Evansville have relatively few zero-vehicle households, standing at 0.6 percent and 1.0 percent, respectively. Combined, approximately four percent of household indicated having no vehicle available. This is higher than Wyoming at-large (1.6 percent), but comparable to the nation at-large (4.3 percent).



Exhibit 2.2.3 Race and Ethnicity

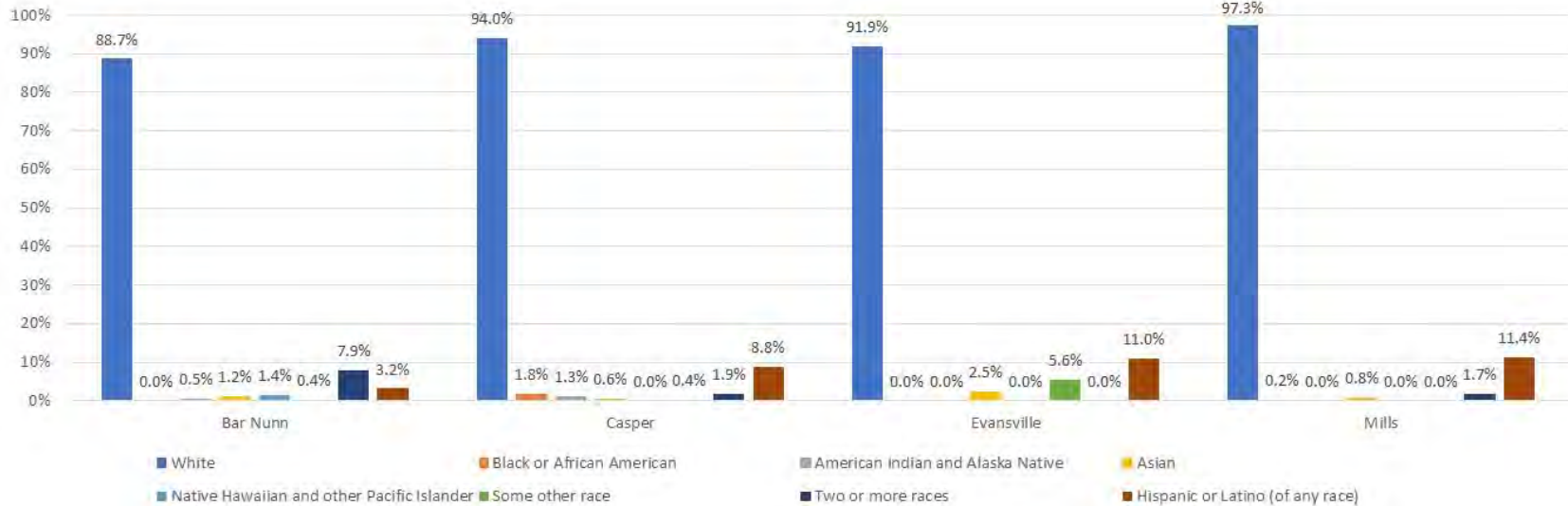
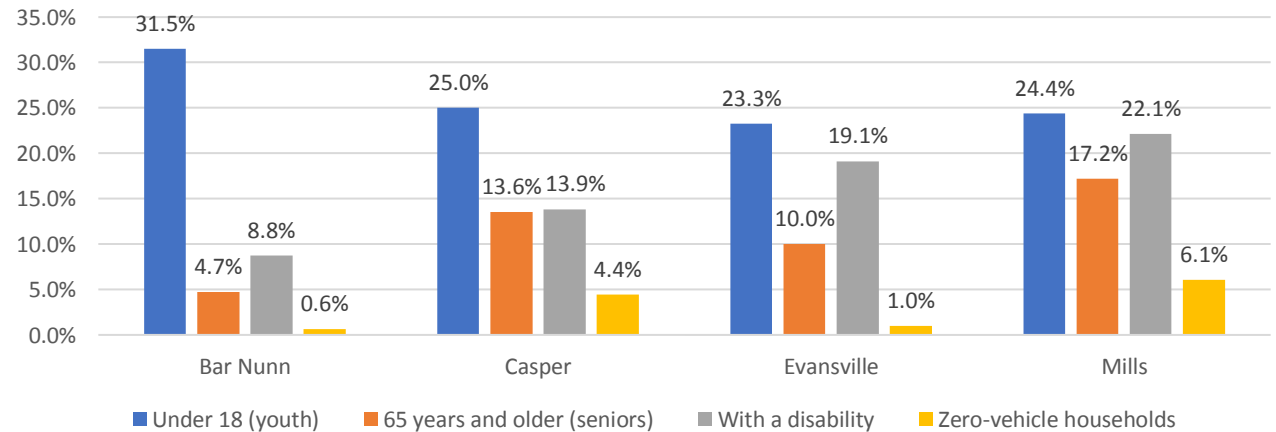


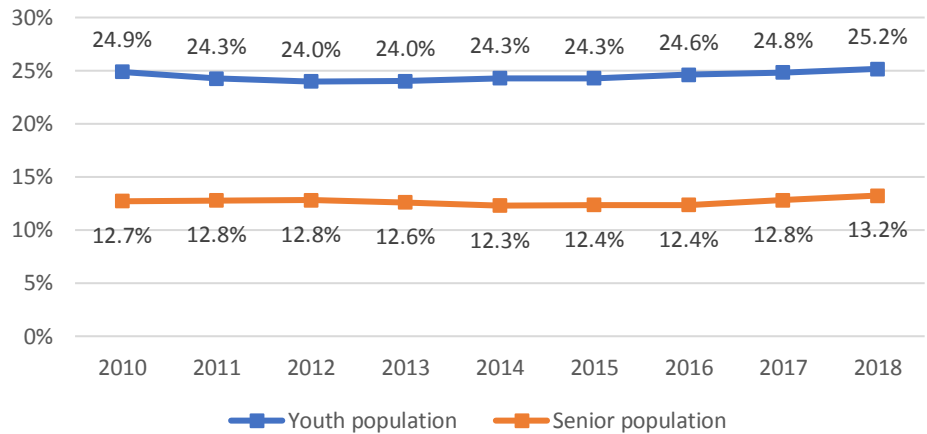
Exhibit 2.2.4 Historically Mobility-Disadvantaged Populations





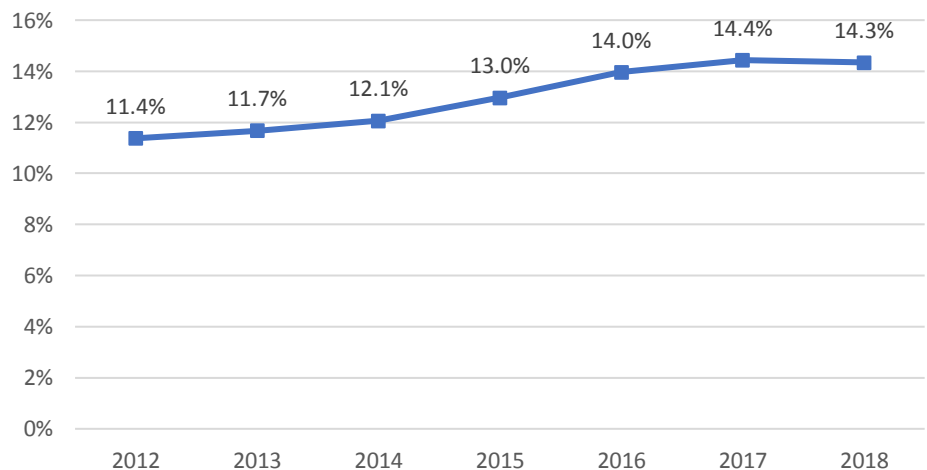
Between 2010 and 2018, both youth and senior population increased within the transit service area. While the distribution of youth and seniors within the individual communities may differ, youth have consistently represented between 24 and 25 percent of the service area population for nearly the last decade. Likewise, seniors have consistently represented approximately 13 percent of the population across the same period.

Exhibit 2.2.5 Trend in Youth and Senior Population



While the overall youth and senior population may have remained balanced, the percentage of persons with disabilities steadily increased between 2012 and 2018. In 2012, only 11 percent of residents were identified as having a disability. That figure increased to more than 14 percent by 2018. Bar Nunn (2015) and Mills (2016) saw the greatest single-year increases.

Exhibit 2.2.6 Trend in Population with a Disability

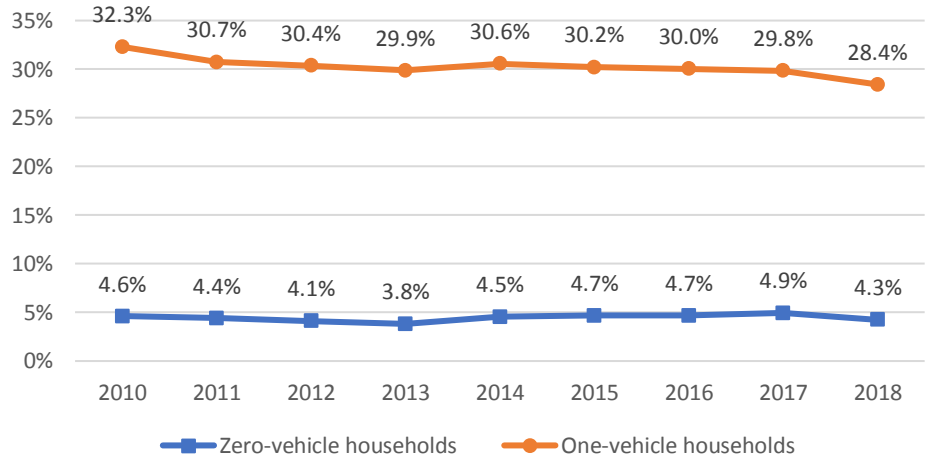




Access to personal vehicles experienced some fluctuation between 2010 and 2018. This is not surprising, as this metric depends largely on external influences such as the economy and employment. Change can move either way – someone who may have access to a vehicle loses same. In some instances, a vehicle that becomes inoperable cannot be replaced due to the cost to acquire a new one. The percentage of zero-vehicle households stood at four to five percent for nearly a decade.

In addition to zero-vehicle households, we also believe it is beneficial to evaluate trends in single- vehicle households. For a one-person household, one vehicle is appropriate. However, when you have two, three, or more persons of driving age in a single-vehicle household, it is likely some individuals in that household are not having all of their transportation needs met by that vehicle alone. Many must rely on getting rides from a friend or family member, walking, riding a bicycle, or using public transit. This is a key market that is often overlooked, as such, persons often need public transit more as a “back- up plan” than to cover all their trips. There was slightly greater fluctuation in this metric, as the incidence of single-vehicle households ranged from 28.4 percent to 32.3 percent.

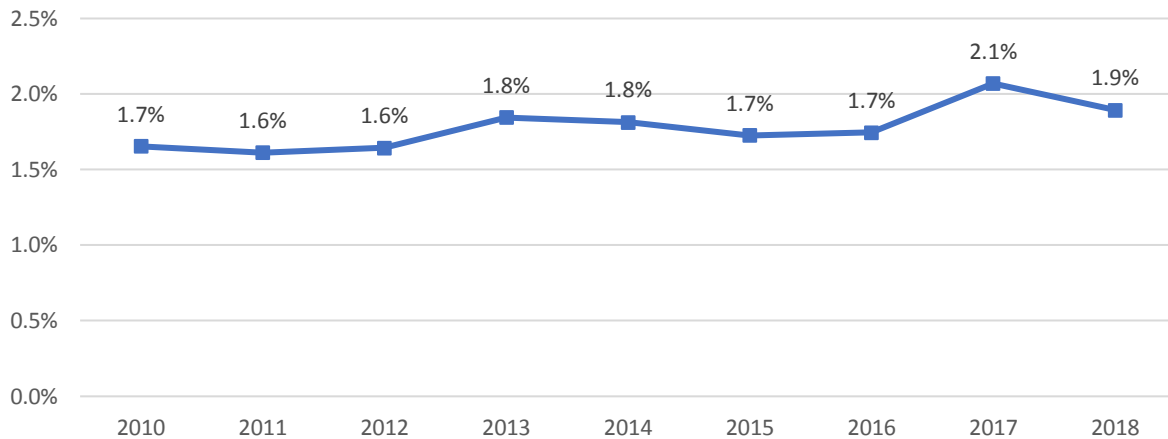
Exhibit 2.2.7 Trends in Zero- and One-Vehicle Households



While inclusion in one of the above-discussed demographic groups is more likely to be an indicator of propensity for transit use than primary language, the presence of a significantly large or growing population of persons with limited English proficiency can impact many community engagement and marketing decisions. Currently, less than two percent of the service area population indicated speaking English less than “very well.” This metric has remained under two percent for most of the last decade, although it has been trending slightly upward in recent years.



Exhibit 2.2.8 Trend in Limited English Proficiency



### Rider Demographic Comparison

During the survey of fixed-route transit customers conducted in October 2020, participants were asked to provide several pieces of demographic information. This information was then compared with some of the demographic information identified above so as to gain an understanding of how closely current fixed-route bus riders reflect the average Casper area resident. While the overall sample of riders was relatively modest (191), the following observations are offered:

- Riders identifying themselves as under 18 years of age represented only 1.6 percent of respondents. Within the study area, youth under 18 comprised approximately 25 percent of the population. This gap could be due to youth riding less during the time the survey took place (which was during the COVID-19 pandemic) or youth declining to take the survey. (It should be noted that schools were in session and conducting in-person learning during the time the survey took place.)
- Riders identifying themselves as age 62 or older represented 13.6 percent of respondents. While the demographics cited above used age 65 or older as the definition of senior, this figure is consistent with the 12 to 13 percent of the total population within that age group.
- Sixty-eight percent of respondents cited living in zero-vehicle households, while another 20.3 percent lived in single-vehicle households. This is significantly higher than the service area as a whole with respect to zero-vehicle households, which typically is less than five percent of the population.
- Just over four percent of respondents cited speaking English less than “very well” or not at all. This is higher than the frequency of limited English-proficient individuals in the service area as a whole, which is typically below two percent.





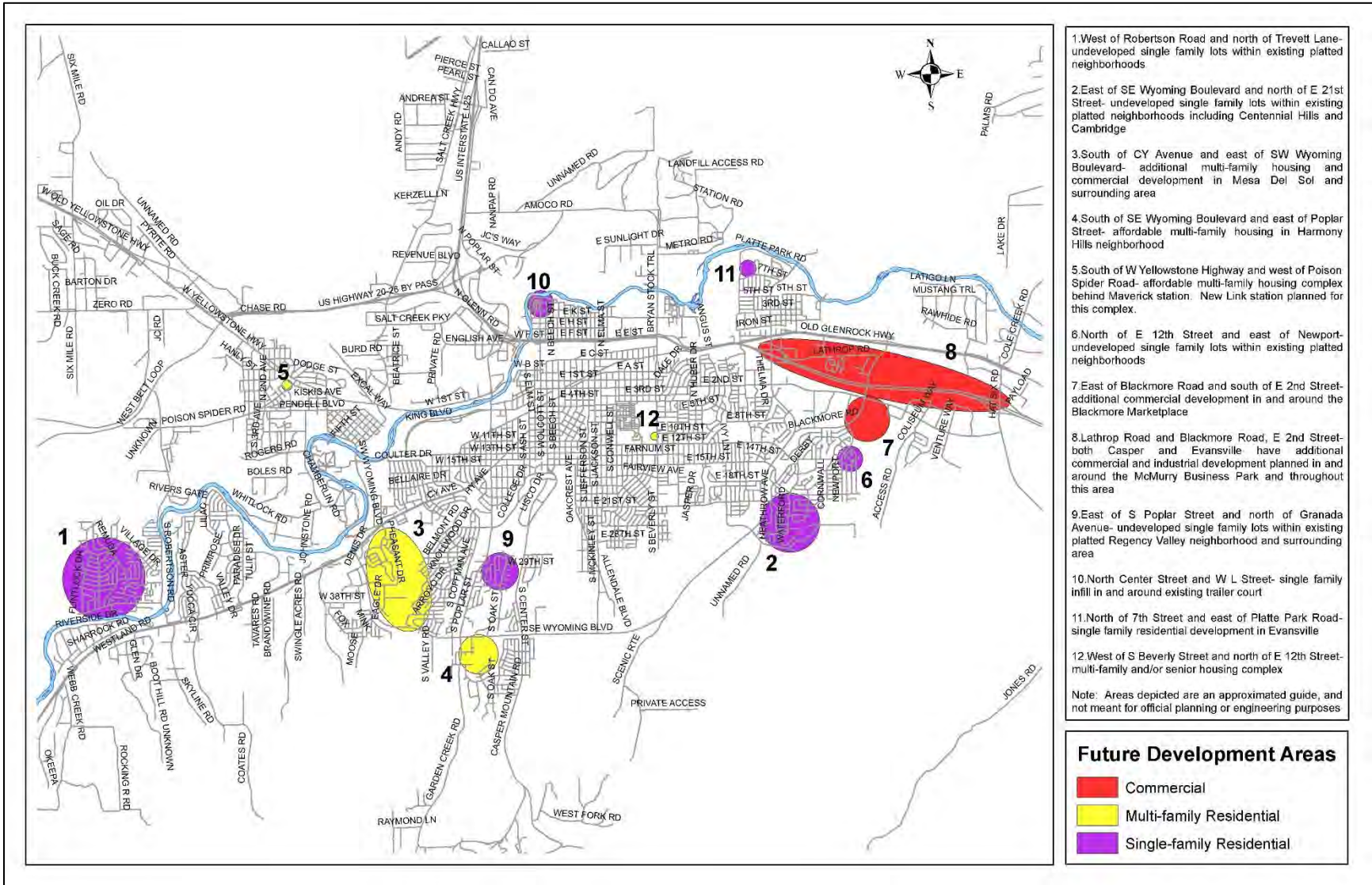
## 2.3 Planned and Proposed Development and Land-Use

There is a significant amount of development planned for the service area, particularly within Casper and Mills. Many of the developments will become multi-family housing, low-income housing, or both. This is significant, as lower-income residents are historically considered among transit-dependent populations. The development areas identified during project initiation are as follows:

1. West of Robertson Road and north of Trevett Lane – undeveloped single-family lots within existing platted neighborhoods.
2. East of SE Wyoming Boulevard and north of E 21st Street – undeveloped single-family lots within existing platted neighborhoods including Centennial Hills and Cambridge.
3. South of CY Avenue and east of SW Wyoming Boulevard – additional multi-family housing and commercial development in Mesa Del Sol and surrounding area.
4. South of SE Wyoming Boulevard and east of Poplar Street – affordable multi-family housing in Harmony Hills neighborhood.
5. South of W Yellowstone Highway and west of Poison Spider Road – affordable multi-family housing complex behind Maverick station. New Link station planned for this complex.
6. North of E 12th Street and east of Newport – undeveloped single-family lots within existing platted neighborhoods.
7. East of Blackmore Road and south of E 2nd Street – additional commercial development in and around the Blackmore Marketplace.
8. Lathrop Road and Blackmore Road, E 2nd Street – both Casper and Evansville have additional commercial and industrial development planned in and around the McMurry Business Park and throughout this area.
9. East of S Poplar Street and north of Granada Avenue – undeveloped single-family lots within existing platted Regency Valley neighborhood and surrounding area.
10. North Center Street and W L Street – single-family infill in and around existing trailer court.
11. North of 7th Street and east of Platte Park Road – single-family residential development in Evansville.
12. West of S Beverly Street and north of E 12th Street – multi-family and/or senior housing complex.



Exhibit 2.3.1 Land-Use Map





## 2.4 System Performance Analysis

### Fixed-Route

As shown in Exhibits 2.4.1 through 2.4.5, in FY 2019/20 all six of the fixed routes featured a comparable level of service. Proportionally, the Orange and Purple routes have lower revenue hours and miles (resulting in lower operating cost) as they do not operate on Saturday and have a slightly shorter service day on weekdays. In FY 2020/21, Moore & Associates believes the MPO can expect to see the Blue route with a greater share of the revenue hours, miles, and operating costs as the MPO assigned two vehicles on the route to support COVID social distancing practices.

However, while the level of service is relatively evenly divided among the individual routes, ridership is not. The Blue route carried 40.7 percent of all riders. Just over 46 percent of riders are carried by the other Casper routes (Green, Yellow, and Red), while the remaining 12.8 percent utilized the Orange and Purple routes.

Not surprisingly, the Blue route had the lowest cost per passenger (\$2.22), followed by the Green route (\$4.65). The Purple route had the highest cost per passenger (\$12.92). The Blue route also had the highest passengers per hour and passengers per mile (17.11 and 2.16, respectively). Both metrics are a direct result of the high ridership, while the passengers per mile metric is also driven by the lower mileage of the route. The Purple route had the lowest passengers per hour and passengers per mile (2.94 and 0.22, respectively).

Exhibit 2.4.1 Performance Metrics by Route

	Blue	Red	Green	Yellow	Purple	Orange
<b>Operating Cost</b>	\$147,493	\$142,580	\$140,643	\$147,144	\$118,415	\$115,773
<b>Revenue Hours</b>	3,880	3,750	3,699	3,871	3,115	3,045
<b>Revenue Miles</b>	30,691	44,312	45,237	55,156	41,883	33,796
<b>Ridership</b>	66,383	18,425	30,230	26,934	9,167	11,803
<b>Cost/passenger</b>	\$2.22	\$7.74	\$4.65	\$5.46	\$12.92	\$9.81
<b>Cost/hour</b>	\$38.01	\$38.02	\$38.02	\$38.01	\$38.01	\$38.02
<b>Cost/mile</b>	\$4.81	\$3.22	\$3.11	\$2.67	\$2.83	\$3.43
<b>Passengers/hour</b>	17.11	4.91	8.17	6.96	2.94	3.88
<b>Passengers/mile</b>	2.16	0.42	0.67	0.49	0.22	0.35



Exhibit 2.4.2 Ridership by Route (FY 2020)

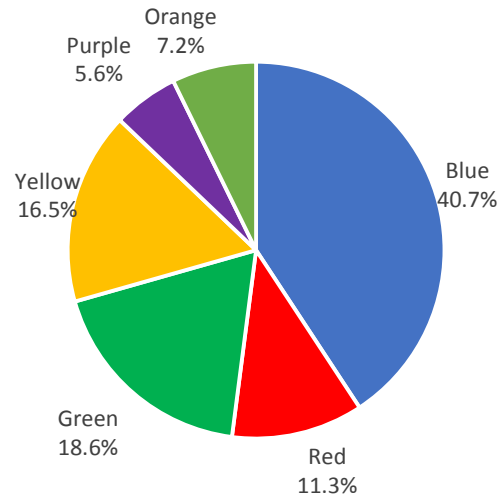


Exhibit 2.4.3 Revenue Hours by Route (FY 2020)

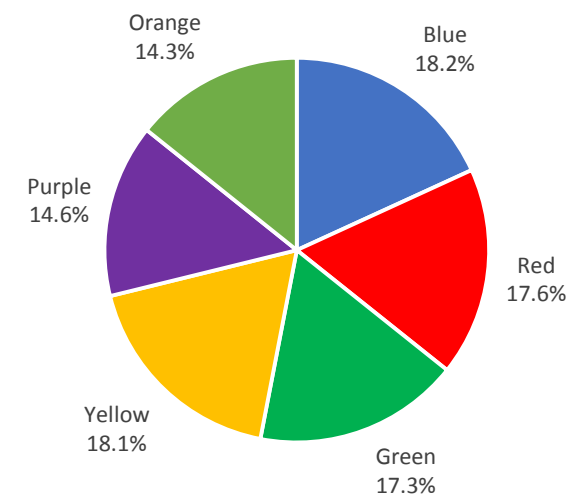


Exhibit 2.4.4 Revenue Miles by Route (FY 2020)

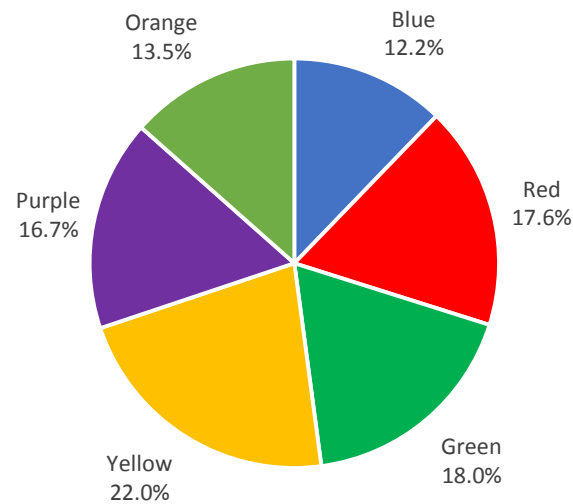
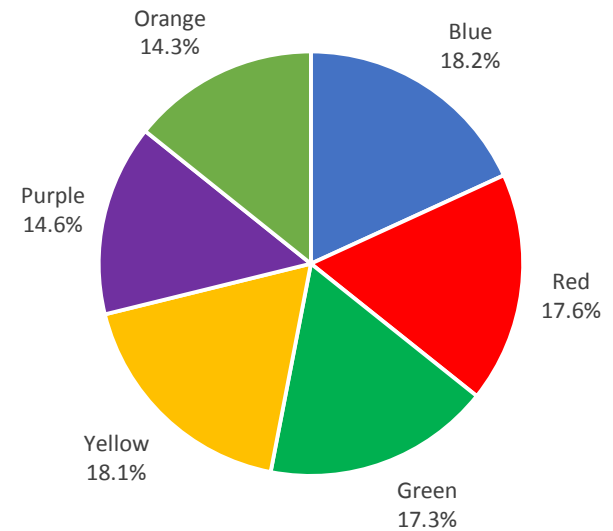


Exhibit 2.4.5 Operating Cost by Route (FY 2020)





In October 2020, Moore & Associates conducted a ridecheck onboard each of the vehicles assigned to the fixed-route service. During the ridecheck, trained observers documented boardings and alightings at individual bus stops along each of the six routes during weekdays as well as on the four routes which operate on Saturday. For each route, Moore & Associates observed all trips across a representative weekday and Saturday (as applicable).

For the purposes of assessing on-time performance, we defined *early* as any departure from a bus stop prior to the scheduled time. Departures up to five minutes after the scheduled time were classified as *on time*. Departures more than five minutes after the scheduled time were considered *late*. In the route-specific discussions, departures up to two minutes after the scheduled time are considered separately than departures three to five minutes after the scheduled time. While both categories are still considered on time, those in the latter group can be perceived as late by customers, especially if such delayed departures continue throughout the trip.

Overall, the ridecheck revealed a high level of on-time performance across all routes. Red (weekday), Orange (weekday), and Green (Saturday) had the highest instances of early departures. Blue (weekday) and Orange (weekday) had the highest instances of late departures. While most stop arrivals occurred within five minutes of the published time, there was a significant amount of fluctuation within that five minutes, and many trips departed the first stop two to three minutes after the scheduled time. In some cases, late or delayed departures were observed to be the direct result of delayed arrivals at the end of the route or operational considerations such as route deviations and wheelchair lift deployments.

#### *Yellow Route*

We observed performance at 192 weekday and 128 Saturday service points on the Yellow Route. On weekdays, 90.1 percent of departures were considered on time, with 4.2 percent departing early and 5.7 percent departing late. On Saturday, all departures were considered to be on time.

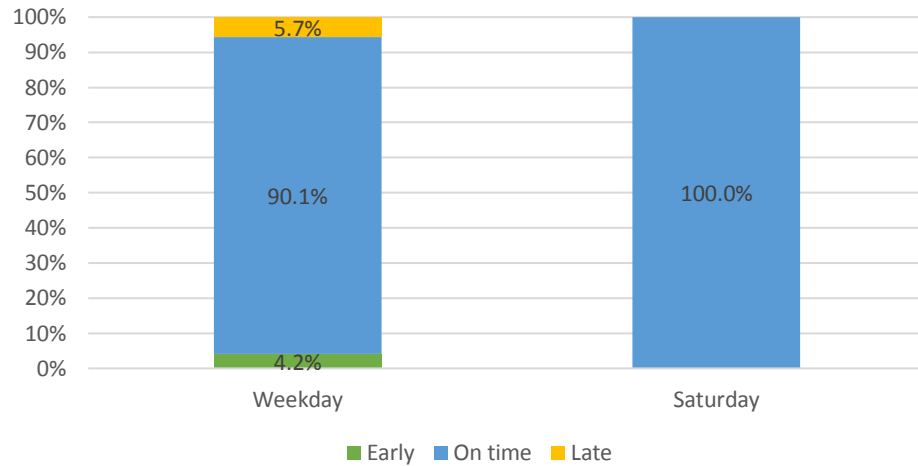
On weekdays, two-thirds of departures left the stop within two minutes of the scheduled time. However, nearly a quarter (23.4 percent) departed three to five minutes after the scheduled departure time. All instances of early departures left one minute before the scheduled time, and nearly all of them occurred at the last few stops before the Downtown Transfer Station.

MPO and CATC staff independently identified the Yellow Route as one of the “tightest” routes in terms of running time. For most trips, arrival back at the Downtown Transfer Center occurred between 28 and 31 minutes after the hour, sometimes causing the bus to miss its next on-time departure. However, every observed trip departed the initial stop one to three minutes after the scheduled departure time, including the first trip of the day. In most cases, this appears to be a direct result of a delayed arrival. If the first trip were to depart on time, it would likely reduce the incidence of subsequent delayed departures.

The Yellow Route’s high on-time performance results from the definition of late used in this analysis, which is six or more minutes past the scheduled time. As such, a three-minute delay does not result in a late trip within this analysis.



Exhibit 2.4.6 Yellow Route On-time Performance

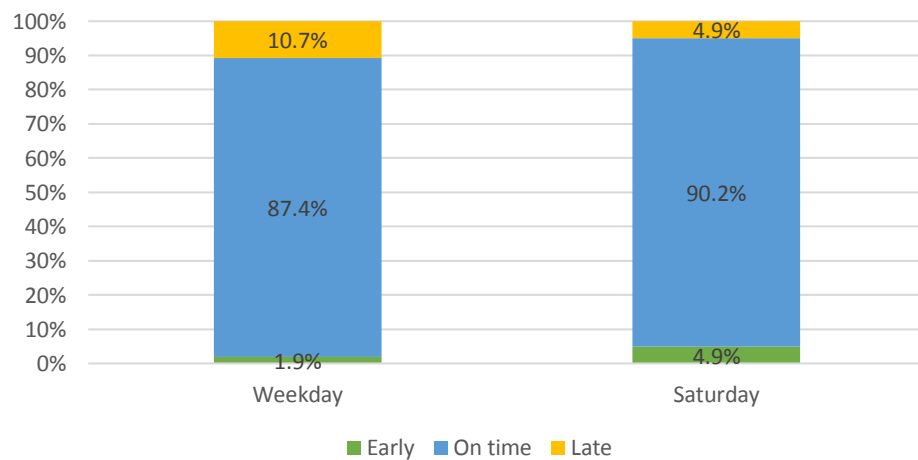


*Blue Route*

Our field staff observed performance at 215 weekday and 143 Saturday service points on the Blue Route. On weekdays, 87.4 percent of departures were considered on time, with 1.9 percent departing early and 10.7 percent departing late. On Saturday, 90.2 percent of departures were considered on time, with 4.9 percent departing early and 4.9 percent departing late

On weekdays, nearly half of departures (49.8 percent) left the stop within two minutes of the published time. However, more than a third (37.7 percent) departed three to five minutes after the published departure time. On Saturday, nearly two-thirds of departures (65 percent) left the stop within two minutes of the published time, while a quarter (25.2 percent) departed three to five minutes after the published departure time. While this is still considered on time, it can be perceived as late by customers, especially if three- to five-minute-late departures continue throughout the trip.

Exhibit 2.4.7 Blue Route On-time Performance



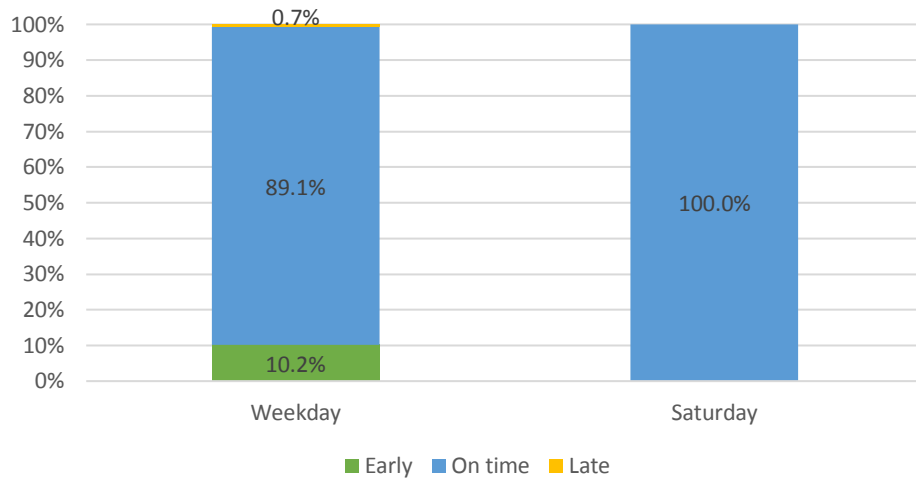


*Red Route*

Our field team observed performance at 275 weekday and 184 Saturday service points along the Red Route. On weekdays, 89.1 percent of departures were considered on time, with 10.2 percent departing early and 0.7 percent departing late. On Saturday, all departures were considered on time.

On weekdays, 80.4 percent of departures left the stop within two minutes of the scheduled time. Less than nine percent departed three to five minutes after the scheduled departure time. On Saturday, 96.7 percent of departures occurred within two minutes of the scheduled departure time.

Exhibit 2.4.8 Red Route On-time Performance



*Green Route*

Our field team observed performance at 300 weekday and 161 Saturday service points along the Green Route. On weekdays, 96 percent of departures were considered on time, with 0.7 percent departing early and 3.3 percent departing late. On Saturday, 82.6 percent of departures were considered on time, with 17.4 percent departing early and none departing late.

On weekdays, 56 percent of departures left the stop within two minutes of the scheduled time. However, 40 percent departed three to five minutes after the scheduled departure time. On Saturday, 80.8 percent of departures left within two minutes, while only 1.9 percent departed three to five minutes after the scheduled time. While this is still considered on time, customers can perceive it as late, especially if three- to five-minute-late departures continue throughout the trip.

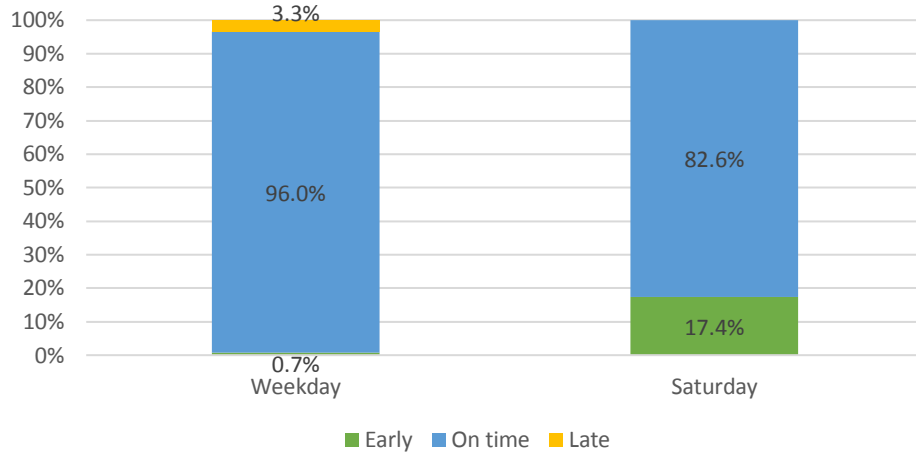
On two-thirds of observed weekday trips, the bus departed the Downtown Transfer Center two to three minutes behind schedule, regardless of when the prior run arrived (most buses arrived several minutes before the scheduled departure). It was unclear whether the delayed departures were due to passenger boarding and alighting, driver breaks, or other factors. On Saturday, all eight trips departed one to two minutes late, despite arriving at the Transfer Center well ahead of the departure time.

The high incidence of early departures on Saturday appears to result from the elimination of five bus stops on Saturday. While these stops are not served on Saturday, there is no adjustment to the



schedule. While this does improve schedule adherence on this route, the driver can get ahead of schedule. Most of the early departures occurred late in the trip, and most departed the stop one minute ahead of schedule.

Exhibit 2.4.9 Green Route On-time Performance

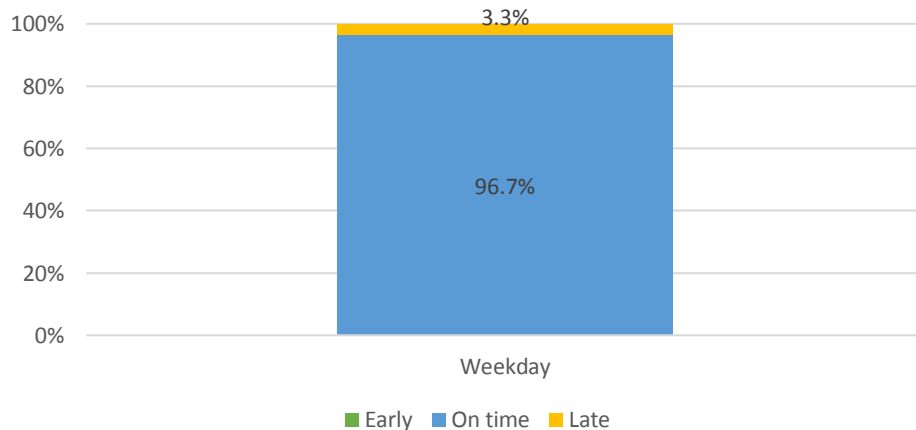


**Purple Route**

Our field team observed performance at 330 weekday service points along the Purple Route. On weekdays, 96.7 percent of departures were considered on time, with none departing early and 3.3 percent departing late.

Nearly 60 percent of departures (58.2 percent) left the stop within two minutes of the published time. However, 38.5 departed three to five minutes after the scheduled departure time. While this is still considered on time, customers can perceive it as late, especially if the perceived “late running” continues throughout the trip.

Exhibit 2.4.10 Purple Route On-time Performance







### Orange Route

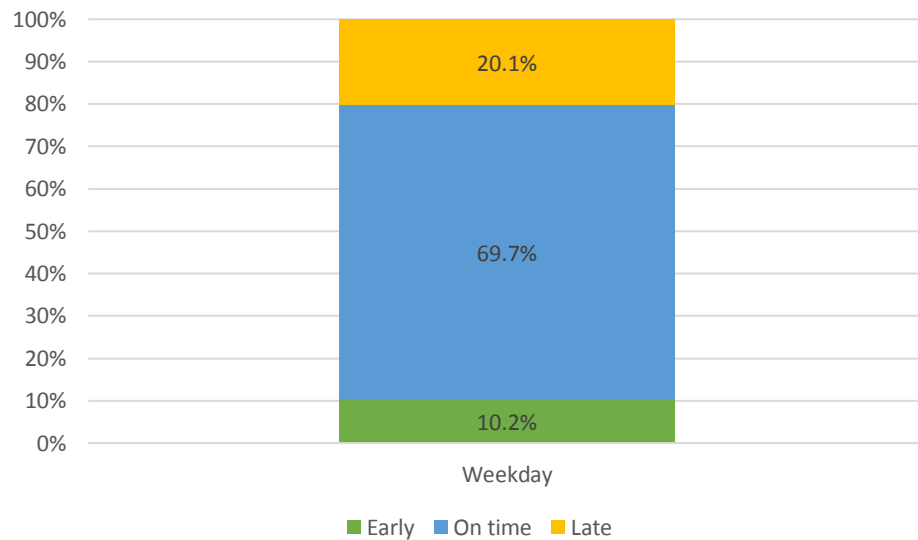
Our field team observed performance at 264 weekday service points along the Orange Route. On weekdays, 69.7 percent of departures were considered on time, with 10.2 percent departing early and 20.1 percent departing late.

Thirty-nine percent of departures left the stop within two minutes of the published time, while 30.7 percent departed three to five minutes after the scheduled departure time. While this is still considered on time, customers can perceive it as late, especially if the route continues to run late throughout the trip.

On average, the Orange Route departed the first stop four minutes after the published time. In some cases, the bus left six, eight, or nine minutes after the scheduled time, resulting in a higher incidence of late departures from stops throughout the route. Most of the trips were able to make up time during the later portion of the trip, however, and most trips arrived at the last stop by 52 minutes after the hour. Only one trip's arrival at the last stop was delayed past the next departure time; the next trip's departure was then delayed by eight minutes.

In some cases, late departures were the result of requested deviations. On one trip, the bus made two deviations. As a result, 83.3 percent of the stops on the observed run were served late.

Exhibit 2.4.11 Orange Route On-time Performance





*Trip Delays*

Delayed departures from the initial stop were observed on each route. On some routes and trips, this can be directly traced to delays on the prior trip. In others, the trip departed after the scheduled time despite arriving eight to ten minutes prior. Exhibit 2.4.12 presents the average number of minutes after the published time trips on each route departed the initial stop during our field team’s observations.

Exhibit 2.4.12 Average Departure Delay from First Stop

Route	Weekday	Saturday
Yellow	2.8 minutes	1.8 minutes
Blue	2.0 minutes	1.0 minute
Red	1.8 minutes	1.5 minutes
Green	1.8 minutes	1.3 minutes
Purple	2.3 minutes	
Orange	4.0 minutes	

*Boarding and Alighting*

The ridecheck also identified common boarding and alighting locations for each route. The bus stop locations with the highest levels of activity for each route are identified in Exhibit 2.4.13 and also presented on the map in Exhibit 2.4.14. In Exhibit 2.4.13, numbers in parentheses indicated the combined boardings and alightings observed at that location during the ridecheck.

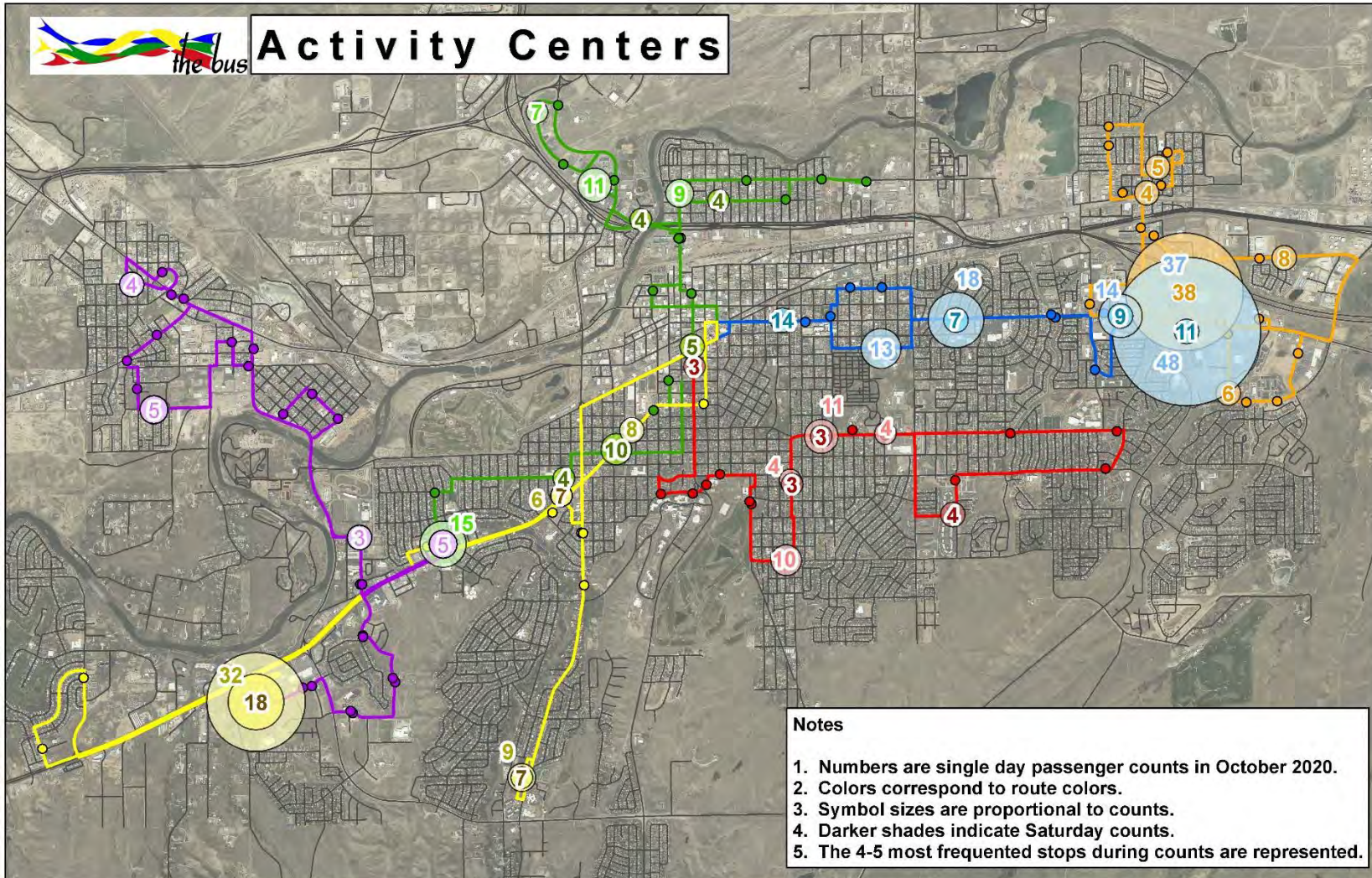


Exhibit 2.4.13 Highest Activity Bus Stops

Route	Weekday	Saturday
Yellow	Walmart West (32) Sunrise/VA Clinic (9) First Christian Church (520 CY) (8) Albertsons (1076 CY) (6)	Walmart West (18) Sunrise/VA Clinic (7) Albertsons (1076 CY) (7)
Blue	Eastridge (48) Walmart East (37) Pennsylvania & 2 <sup>nd</sup> (outbound) (18) 2 <sup>nd</sup> St. & Thelma (14) CATC office (13)	Walmart East (33) McKinley & 2 <sup>nd</sup> St. (14) Eastridge (11) Thelma & 2 <sup>nd</sup> St. (9) Pennsylvania & 2 <sup>nd</sup> St. (7)
Red	12 <sup>th</sup> St. & Melrose (11) McKinley & 21 <sup>st</sup> St. (combined) (10) McKinley & 15 <sup>th</sup> St. (4) Lowell & 12 <sup>th</sup> St. (4)	Foxhill Apts. (2520 E. 18 <sup>th</sup> St.) (4) 12 <sup>th</sup> St. & Melrose (3) McKinley & 15 <sup>th</sup> St. (3) Wolcott & 6 <sup>th</sup> St. (3)
Green	Kit Carson & Fleetwood (15) State offices (11) Center & J St. (9) CWCC (1430 Wilkins Cir.) (7)	669 CY (at 13 <sup>th</sup> St.) (10) Joshua's Storehouse (5) Beech & H St. (4) Ramada hotel (4) Willow & 15 <sup>th</sup> St. (4)
Purple	Kit Carson & Fleetwood (5) Pontiac & Fulton (5) Mountain View School (4) Fairside/Fairgrounds (3)	No service
Orange	Walmart East (38) East Aspens (8) 760 Landmark (6) Post Office/Town Hall (5) Community Center (4)	No service



Exhibit 2.4.14 Boarding and Alighting Map





**Demand-Response**

The ADA Paratransit service accounted for 60 percent of the transit program’s total operating cost, yet reflects (only) 47 percent of the total revenue hours and 18.7 percent of total passenger trips.

Exhibit 2.4.15 CATC Performance FY 2020

	CATC	The Bus
<b>Operating Cost</b>	\$1,222,116	\$812,049
<b>Revenue Hours</b>	18,910	21,361
<b>Revenue Miles</b>	206,045	251,075
<b>Ridership</b>	37,561	162,942
<b>Cost/passenger</b>	\$32.54	\$4.98
<b>Cost/hour</b>	\$64.63	\$38.02
<b>Cost/mile</b>	\$5.93	\$3.23
<b>Passengers/hour</b>	1.99	7.63
<b>Passengers/mile</b>	0.18	0.65



## 2.5 Current Transit Needs and Operational Challenges

Prior to the 2019 route changes, the City/MPO provided a 45-day public comment period during which it received responses from the community (via surveys and open houses), bus drivers, and Friends of CATC. Among the issues which Moore & Associates believed continued to be relevant are:

- Concerns about safety – requiring riders to cross a busy street (such as CY Avenue) to access a bus stop.
- Providing service to Natrona County High School.
- Providing service to Paradise Valley.
- Expansion of fixed-route service to Bar Nunn and Robertson Road.
- Introduction of Sunday service.

During the Familiarization Tour, the project team made several observations which were discussed with both MPO and CATC staff. These include:

- The current practice of traveling through parking lots (such as Walmart, Smiths, IHOP, etc.) slows down the route. However, the alternative is to stop on a busy street (that in many cases is also a state right-of-way) and block traffic. In many locations, there are no sidewalks where a potential stop could even be installed.
- The Yellow and Green routes are currently the “tightest” routes in terms of run-time.
- Fixed-route deviations are allowed, which can further strain a “tight” route. (It is unclear how many route deviations are typically made for each route.)
- There are several stops without a marked bus stop and no clear indication of the stop location on the service schedule. (For example, Walmart West and the Smiths parking lot). This can be a deterrent to riding for someone unfamiliar with The Bus operation.
- There is currently no service to the new VA clinic location or the Rescue Mission.
- There are relatively few bus shelters, requiring customers to wait for the bus unprotected from the elements. This is almost certainly a deterrent to riders who have other transportation options, especially in inclement weather.
- Many bus stops do not have a concrete pad, which can make wheelchair boarding/lift deployment difficult.
- The current hourly frequency provides a fairly low level of service.

In October 2020, Moore & Associates conducted a survey of fixed-route bus riders. While a full analysis of the survey data is presented in Chapter 3, information regarding data needs submitted via that survey is summarized herein.

A significant number of the surveyed riders indicated a reliance upon the fixed-route service due to the absence of other mobility options. When asked how they would make their trip if the service had not been available, 54.8 percent said they would walk and 22 percent said they would not make the trip. Only one respondent indicated driving as an alternative, while another 16.7 percent said they would get a ride with a family member or friend or would use a taxi, Lyft, or Uber. This speaks to the importance of the fixed-route bus service to residents within the Casper area. This is also consistent with the 86 percent of respondents who said they did not have access to a vehicle and the 68 percent who reside in a zero-vehicle household. Riders were asked what potential changes would be most important to them. Each participant



had the option of selecting up to three responses. *Increased service frequency* was the most frequently selected response (45 percent), followed by *later/longer hours* (34 percent) and *improved on-time performance* (21 percent). Forty percent selected *nothing*. Twenty percent indicated *other* and specified the following:

- Allow bus passes to be purchased downtown.
- Make the bus service more accommodating to persons employed at or served by NOW.
- Control drunks.
- More stops on the Yellow route.
- Service to new destinations including: Poplar and Marks Way, Mike Sedar Park, closer to the DMV, Bar Nunn, near Southridge Elementary School, and on Yellowstone.

While a single request for service submitted through the survey does not in and of itself constitute an “unmet need,” these comments will be taken in combination with those received through other channels and ultimately be used to develop service recommendations.

Respondents were also asked what kind of impact implementation of the potential changes would have on their use of public transit. Nearly 66 percent said they would ride public transit more, while another 32 percent said it would have no impact.



## 2.6 Transit Fleet

Fixed-route service is currently provided using a fleet of nine vehicles ranging in size from 18-passenger to 30-passenger. The 30-passenger vehicles can accommodate three wheelchairs, while all other vehicles can accommodate two. The majority are diesel-fueled, the exception being the two 18-passenger vehicles, which are gasoline-fueled. Seven vehicles (model year 2015 – 2020) are rated as being in Good or Excellent condition. Two vehicles (model year 2012) are rated as “Adequate”. These vehicles now feature “Link” branding on their exteriors.



Demand-response service has historically been provided using a fleet of 12 vehicles – one van and 11 cutaway buses, most of which have a capacity of 16 passengers and can accommodate two wheelchairs. The majority are gasoline-fueled, the exception being the three 18- passenger cutaways, which are diesel-fueled. Five vehicles (model year

2017 – 2019) are rated as being in Excellent or New condition. Four vehicles (model year 2016 cutaways and a 2010 van) are rated as Good. Two additional 12-passenger cutaways (model years 2012 and 2014) are rated “Adequate”. These vehicles now feature “Assist” branding on their exteriors.

A complete fleet list is provided in Exhibit 2.6.1.





Exhibit 2.6.1 Active Transit Fleet

Unit #	Model Year	Make/Model/Description	Capacity	Fuel	In-service date	Mileage (9/30/20)	Current Condition	Service
230072	2010	Dodge Ameri-Van	7 / 1	Gasoline	2/16/2010	51,910	Good	Demand-response
230074	2012	Ford E450 Elkhart EC-II	16 / 2	Gasoline	12/28/2012	181,717	Adequate	Demand-response
230079	2014	Ford E450 Elkhart EC-II	12 / 1	Gasoline	12/14/2014	170,138	Adequate	Demand-response
230081	2016	Ford E450 El Dorado	12 / 1	Gasoline	10/12/2015	111,029	Good	Demand-response
230082	2016	Chevrolet G4500 Elkhart EC-II	18 / 2	Diesel	1/15/2016	102,041	Good	Demand-response
230083	2016	Chevrolet G4500 Elkhart EC-II	16 / 2	Diesel	1/15/2016	131,288	Good	Demand-response
230084	2016	Chevrolet G4500 Elkhart EC-II	16 / 2	Diesel	1/15/2016	91,413	Good	Demand-response
230087	2017	Ford E450 World Trans	16 / 2	Gasoline	12/8/2017	75,887	Excellent	Demand-response
230090	2018	Ford E450 World Trans	16 / 2	Gasoline	12/28/2018	46,029	Excellent	Demand-response
230091	2018	Ford E450 World Trans	16 / 2	Gasoline	12/28/2018	48,585	Excellent	Demand-response
230092	2019	Ford E450 StarTrans Senator	16 / 2	Gasoline	1/29/2020	14,130	New	Demand-response
230093	2019	Ford E450 StarTrans Senator	16 / 2	Gasoline	1/30/2020	14,250	New	Demand-response
230075	2012	Freightliner FC-70 Champion Defender	30 / 3	Diesel	12/31/2012	195,319	Adequate	Fixed-route
230076	2012	Freightliner FC-70 Champion Defender	30 / 3	Diesel	12/31/2012	207,298	Adequate	Fixed-route
230080	2015	Ford F550 El Dorado	26 / 2	Diesel	4/2/2015	166,899	Good	Fixed-route
230085	2016	Ford F550 StarTrans	24 / 2	Diesel	11/4/2016	104,445	Good	Fixed-route
230086	2016	Ford F550 StarTrans	24 / 2	Diesel	11/4/2016	128,199	Good	Fixed-route
230088	2018	Ford F550 StarTrans	24 / 2	Diesel	4/2/2018	69,208	Excellent	Fixed-route
230089	2018	Ford F550 StarTrans	24 / 2	Diesel	4/2/2018	82,403	Excellent	Fixed-route
230094	2020	Ford E 450 StarTrans Senator	18 / 2	Gasoline	8/3/2020	6,670	Excellent	Fixed-route
230095	2020	Ford E 450 StarTrans Senator	18 / 2	Gasoline	8/7/2020	7,337	Excellent	Fixed-route



**Baseline Fleet Replacement Plan**

As part of the Wyoming Department of Transportation’s Transit Asset Management Plan, the transit vehicles utilize the Useful Life Benchmarks (ULBs) identified therein. WYDOT’s ULBs increase the lifespan of rolling stock assets over the FTA’s ULB, typically by two to four years. As a result, several vehicles that were originally expected to be eligible for replacement after seven or ten years must now be operated for ten or twelve years before reaching their ULB through age. Exhibit 2.6.2 below indicates when each current vehicle will be eligible for replacement based on age as well as when each is expected to reach their ULB for mileage (based on average miles operated per year). In many cases, vehicles may reach their mileage limit several years before they exceed their age-based ULB. Statewide, vehicle replacement priorities focus on vehicles not in a state of good repair, which takes into account age, mileage, and condition.

Exhibit 2.6.2 Baseline Fleet Replacement Plan

Unit #	Service	Model Year	ULB (Years)	ULB (Mileage)	Replacement Year (by Age)	Miles to Replacement	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031
230072	Demand-response	2010	8	100,000	2018	48,090	Green												Red	
230074	Demand-response	2012	10	200,000	2022	18,283				Red	Green									
230079	Demand-response	2014	10	150,000	2024	-20,138			Red				Green							
230081	Demand-response	2016	10	150,000	2026	38,971					Red				Green					
230082	Demand-response	2016	10	200,000	2026	97,959						Red			Green					
230083	Demand-response	2016	10	200,000	2026	68,712						Red			Green					
230084	Demand-response	2016	10	200,000	2026	108,587								Red	Green					
230087	Demand-response	2017	10	200,000	2027	124,113								Red						
230090	Demand-response	2018	10	200,000	2028	153,971										Red	Green			
230091	Demand-response	2018	10	200,000	2028	151,415											Red	Green		
230092	Demand-response	2019	10	200,000	2029	185,870													Green	
230093	Demand-response	2019	10	200,000	2029	185,750													Green	
230075	Fixed-route	2012	12	350,000	2024	154,681							Green							
230076	Fixed-route	2012	12	350,000	2024	142,702							Green							
230080	Fixed-route	2015	10	200,000	2025	33,101				Red					Green					
230085	Fixed-route	2016	10	200,000	2026	95,555							Red		Green					
230086	Fixed-route	2016	10	200,000	2026	71,801							Red		Green					
230088	Fixed-route	2018	10	200,000	2028	130,792								Red			Green			
230089	Fixed-route	2018	10	200,000	2028	117,597								Red			Green			
230094	Fixed-route	2020	10	200,000	2030	193,330														Green
230095	Fixed-route	2020	10	200,000	2030	192,663														Green

Green: Eligible for replacement based on age  
Red: Estimated eligible for replacement based on mileage (if different from age)



## 2.7 Financial Analysis

### Funding Analysis

The City of Casper’s transit program is funded by a variety of sources, including local, state, and federal monies. Nearly half of all program funding comes through federal sources, while another 19 percent is funded through the County’s one percent program (sales tax revenue) and approximately 17 percent comes from Casper, Mills, Evansville, Bar Nunn, and Natrona County. Additional details regarding current funding sources is provided below.

Exhibit 2.7.1 Funding Matrix

Funding Source	Description	Percent of FY 2021 budget
FTA Section 5307 Urbanized Area Funding	Federal funding is the largest single funding source for the City’s transit program. This is a formula grant apportioned based on population and population density.	49.0%
State of Wyoming	The State of Wyoming provides funding assistance for planning, operating, and capital purposes.	10.6%
Natrona County subsidy	This subsidy from Natrona County contributes to transit service in unincorporated areas of the county.	0.65%
City of Casper General Fund	This is the City of Casper’s primary contribution to its transit program, which comes from the General Fund.	11.6%
Natrona County 1% program	These funds come from the 1% optional sales tax program in Natrona County.	19.1%
Town of Mills/Evansville fixed-route service contribution	Contributions from Mills and Evansville contribute to fixed-route service in the communities.	4.0%
Town of Mills subsidy	The subsidy from Mills primary contributes to transit service in the community.	0.38%
Town of Evansville subsidy	The subsidy from Evansville primary contributes to transit service in the community.	0.38%
Bar Nunn subsidy	The subsidy from Bar Nunn contributes to transit service in the community.	0.06%
Service contracts	At present, the MPO has service contracts with the Child Development Center and Wyoming Independent Living Resource.	1.3%
Interest income	This is interest generated by various accounts.	0.25%
Bus fares	These are fares collected from individual passengers onboard the bus as well as revenues from the sale of tokens and passes.	6.0%
Surplus	In FY 2021, the budgeted operating costs were less than the anticipated revenues, resulting in a surplus.	3.4%
<b>Total</b>		<b>100%</b>



### Baseline Financial and Capital Plans

The baseline Financial and Capital Plans present program revenue and expenses within a “status quo” or “no change” alternative. The baseline Capital Plan includes funding for vehicle replacement as well as grant funding for the technology improvements that has already been awarded to the City/MPO. In preparing the baseline plans, the following assumptions (beginning FY 2022) were made:

- FTA Section 5307 revenues increase by one percent each year.
- City of Casper, one percent program, and town contributions remain the same in FY 2022, then increase two percent per year thereafter.
- There is no change to the Natrona County contribution.
- Local match would be 20 percent of operating cost.
- There is a two percent annual increase in interest income.
- Bus fares remain the same in FY 2022, then increase by one-half percent each year thereafter.
- All operating expenses increase by two percent each year.
- Vehicle replacement is scheduled at the end of the asset’s useful life based on age.



Exhibit 2.7.2 Baseline Financial Plan (Status Quo)

	Historic		Current	Forecast						
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>REVENUES</b>										
FTA Section 5307	\$1,041,163	\$1,531,521	\$1,024,464	\$1,034,709	\$1,045,056	\$1,055,506	\$1,066,061	\$1,076,722	\$1,087,489	\$1,098,364
City of Casper	\$200,000	\$367,403	\$243,000	\$243,000	\$247,860	\$252,817	\$257,874	\$263,031	\$268,292	\$273,657
1% program (sales tax)	\$313,972	\$235,479	\$400,193	\$400,193	\$408,197	\$416,361	\$424,688	\$433,182	\$441,845	\$450,682
State of Wyoming	\$131,757	\$160,620	\$220,952	\$220,952	\$225,371	\$229,878	\$234,476	\$239,166	\$243,949	\$248,828
Natrona County	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500
Other City contributions	\$201,222	\$152,255	\$101,202	\$101,202	\$103,226	\$105,291	\$107,396	\$109,544	\$111,735	\$113,970
CATC local match	\$432,839	\$3,690	\$0	\$229,227	\$197,223	\$426,449	\$233,811	\$201,167	\$434,978	\$238,488
Other contributions	\$33,420	\$27,059	\$27,200	\$27,200	\$27,200	\$27,200	\$27,200	\$27,200	\$27,200	\$27,200
Interest	\$6,540	\$3,542	\$5,148	\$5,251	\$5,356	\$5,463	\$5,572	\$5,684	\$5,797	\$5,913
Bus Fares	\$121,842	\$102,953	\$125,232	\$125,232	\$125,858	\$126,487	\$127,120	\$127,755	\$128,394	\$129,036
<b>TOTAL REVENUES</b>	<b>\$2,496,255</b>	<b>\$2,598,022</b>	<b>\$2,160,891</b>	<b>\$2,400,465</b>	<b>\$2,398,846</b>	<b>\$2,658,953</b>	<b>\$2,497,699</b>	<b>\$2,496,951</b>	<b>\$2,763,180</b>	<b>\$2,599,639</b>
<b>EXPENSES</b>										
Wages & Salaries	\$1,138,851	\$1,232,833	\$1,257,490	\$1,282,640	\$1,308,293	\$1,334,458	\$1,361,148	\$1,388,370	\$1,416,138	\$1,444,461
Benefits	\$271,908	\$297,456	\$303,405	\$309,473	\$315,663	\$321,976	\$328,415	\$334,984	\$341,683	\$348,517
Insurance	\$86,306	\$77,447	\$78,996	\$80,576	\$82,187	\$83,831	\$85,508	\$87,218	\$88,962	\$90,741
Vehicle operations	\$299,696	\$251,272	\$256,297	\$261,423	\$266,652	\$271,985	\$277,424	\$282,973	\$288,632	\$294,405
Operating & contractual expenses	\$89,548	\$184,875	\$188,573	\$192,344	\$196,191	\$200,115	\$204,117	\$208,199	\$212,363	\$216,611
Depreciation	\$6,217	\$5,566	\$5,677	\$5,791	\$5,907	\$6,025	\$6,145	\$6,268	\$6,393	\$6,521
<b>TOTAL EXPENSES</b>	<b>\$1,892,526</b>	<b>\$2,049,449</b>	<b>\$2,090,438</b>	<b>\$2,132,247</b>	<b>\$2,174,892</b>	<b>\$2,218,389</b>	<b>\$2,262,757</b>	<b>\$2,308,012</b>	<b>\$2,354,173</b>	<b>\$2,401,256</b>
Surplus (deficit)	\$603,728	\$548,573	\$70,453	\$268,219	\$223,955	\$440,564	\$234,942	\$188,939	\$409,008	\$198,383



Exhibit 2.7.3 Baseline Capital Plan (Status Quo)

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
<b>REVENUES</b>								
FTA Section 5307/5339 (vehicles) (80%)	\$0	\$123,600	\$0	\$632,200	\$134,400	\$943,000	\$141,600	\$580,800
Local match (vehicles) (20%)	\$0	\$30,900	\$0	\$158,050	\$33,600	\$235,750	\$35,400	\$145,200
AVL/MDT/dispatch technology grant	\$180,000	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$180,000</b>	<b>\$334,500</b>	<b>\$0</b>	<b>\$790,250</b>	<b>\$168,000</b>	<b>\$1,178,750</b>	<b>\$177,000</b>	<b>\$726,000</b>
<b>EXPENSES</b>								
Vehicle purchases (The Bus)	\$0	\$0	\$0	\$654,000	\$168,000	\$345,000	\$0	\$363,000
Vehicle purchases (CATC)	\$0	\$154,500	\$0	\$136,250	\$0	\$833,750	\$177,000	\$363,000
AVL/MDT/dispatch technology	\$180,000	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>	<b>\$180,000</b>	<b>\$334,500</b>	<b>\$0</b>	<b>\$790,250</b>	<b>\$168,000</b>	<b>\$1,178,750</b>	<b>\$177,000</b>	<b>\$726,000</b>
Surplus (deficit)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



## Chapter 3 | Summary of Community Engagement

Multiple approaches to community outreach were employed during the preparation of the Five-Year Transit Strategic Development Plan to ensure broad representation from the community. This included surveys specific to fixed-route riders and demand-response patrons, a survey of the community at-large, outreach to community stakeholders, and community workshops. The results of those outreach efforts are detailed in the following sub-sections.

### 3.1 Fixed-Route Customer Survey

The transit customer engagement effort included two surveys. The first was conducted onboard all six fixed-routes across a four-day period in October 2020. It should be noted fixed-route bus ridership during this period was impacted by the COVID-19 pandemic. A total of 191 valid responses were realized. Riders had the option of completing the survey while onboard or completing it online after their ride.

Results of the survey were used to prepare a profile of a typical fixed-route customer. The profile rider is:

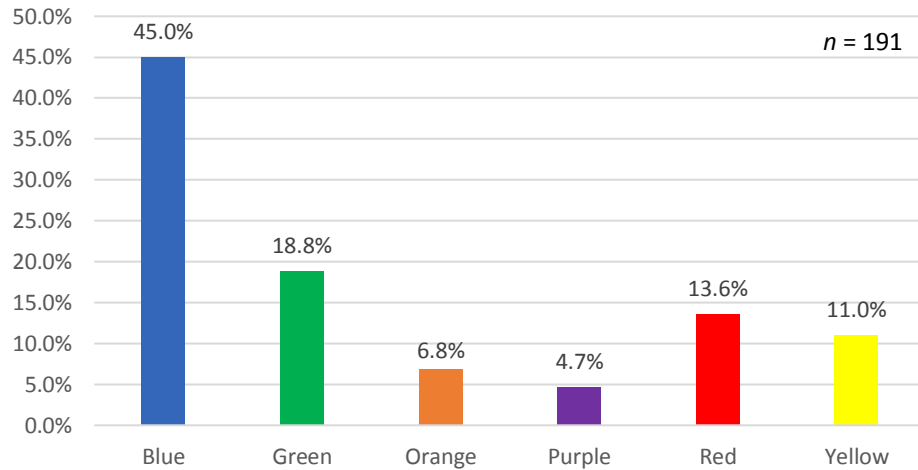
- Pays fare using a token (48 percent),
- Uses the service to travel to/from work (35 percent),
- Typically rides five or six days per week (31 percent),
- Would walk (55 percent) or would not make the surveyed trip (22 percent) if the service was not available,
- Does not have access to a personal vehicle (68 percent),
- Is between the ages of 25 and 64 (75 percent),
- Is employed (45 percent),
- Lives in a household with an annual income of less than \$25,000 (63 percent), and
- Lives alone (46 percent).

At the time of the survey, scheduled service was provided on six distinct route alignments: Blue, Green, Red, Yellow, Purple, and Orange. The first four routes operated Monday through Saturday on hourly headways, and provided time-transfers at the Casper downtown transfer center. The Orange and Purple routes did not operate on Saturday. Further, the Orange route provided connections with the Blue route at Walmart East (Evansville), while the Yellow provided connections with the Red route at Walmart West (Mills).



Q1. Which route are you currently riding?

Exhibit 3.1.1 Route



Q2. Where did you board The Bus for this trip?

Q3. Where do you plan to get off this bus?

Exhibit 3.1.2 Popular origins and destinations by route

Blue Route			
Weekday		Saturday	
Eastridge Mall (Bed, Bath & Beyond)	48	Walmart East	33
Walmart East	37	2 <sup>nd</sup> & McKinley	14
2 <sup>nd</sup> & Pennsylvania (outbound)	18	Eastridge Mall (Bed, Bath & Beyond)	11
2 <sup>nd</sup> & Thelma	14	2 <sup>nd</sup> & Thelma	
1715 E 4 <sup>th</sup> St (CATC office)	13	2 <sup>nd</sup> & Pennsylvania (outbound)	

Green Route			
Weekday		Saturday	
Kit Carson & Fleetwood	15	669 CY (at 13 <sup>th</sup> St)	10
851 Werner Ct (State Offices)	11	Joshua's Storehouse	5
Center & J	9	Beech & H	4
1430 Wilkins Cir (CWCC)	7	Ramada	4
		Willow & 15 <sup>th</sup>	4

Red Route			
Weekday		Saturday	
12 <sup>th</sup> & Melrose	11	Foxhill Apts (2520 E 18 <sup>th</sup> St)	4
21 <sup>st</sup> & McKinley (combined)	10	15 <sup>th</sup> & McKinley	3
12 <sup>th</sup> & Lowell	4	21 <sup>st</sup> & McKinley (combined)	3
15 <sup>th</sup> & McKinley	4	Wolcott & 6 <sup>th</sup>	3





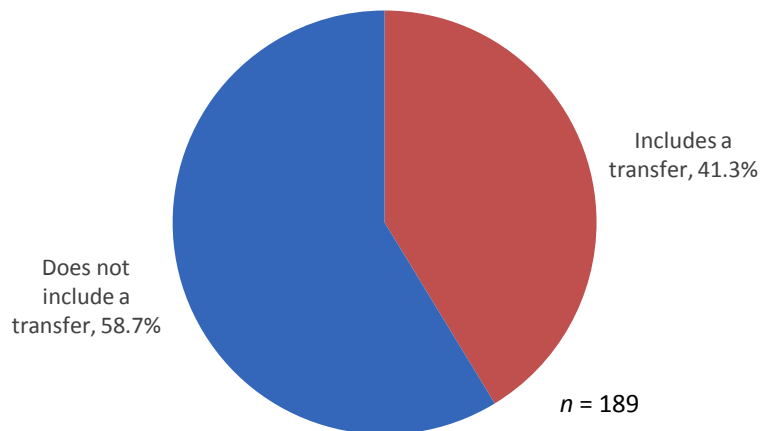
<b>Yellow Route</b>			
<b>Weekday</b>		<b>Saturday</b>	
Walmart West	32	Walmart West	18
Sunrise/VA Clinic	9	Albertson's (1076 CY)	7
First Christian Church (520 CY)	8	Sunrise/VA Clinic	7
Albertson's (1076 CY)	6		

<b>Purple Route</b>		<b>Orange Route</b>	
<b>Weekday</b>		<b>Weekday</b>	
Kit Carson & Fleetwood	5	Walmart East	38
Pontiac & Fulton	5	East Aspens	8
Mountain View School	4	760 Landmark	6
Fairside/Fairgrounds Rd	3	Post Office/Town Hall	5
		Community Center	4

**Q4. Does this one-way trip include a transfer to or from another bus route?**

More than 41 percent of respondents indicated making a bus-to-bus transfer to complete the surveyed trip.

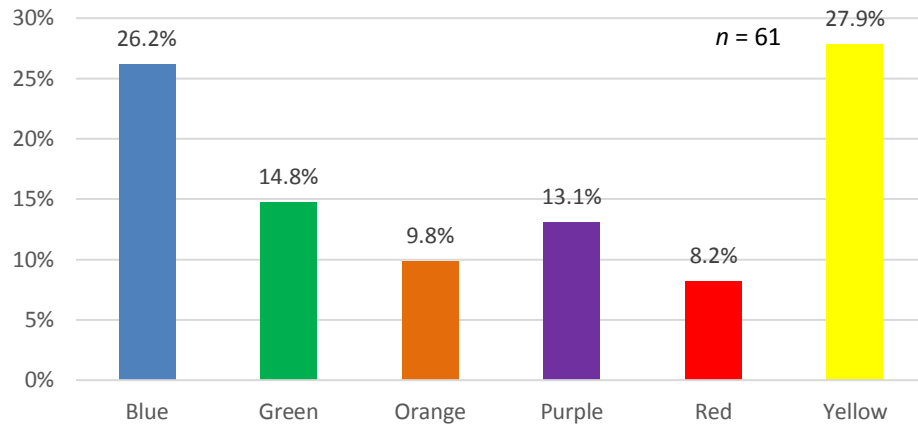
Exhibit 3.1.3 Incidence of transfer





Those indicating making a transfer were asked to identify their connecting route. Of the 61 who did so, the majority indicated connecting to the Blue and Yellow routes. At present, transfer tokens are free and may only be used for an immediate transfer at a designated transfer point (located at Walmart West, Walmart East, downtown, and Smith’s).

Exhibit 3.1.4 Connecting route

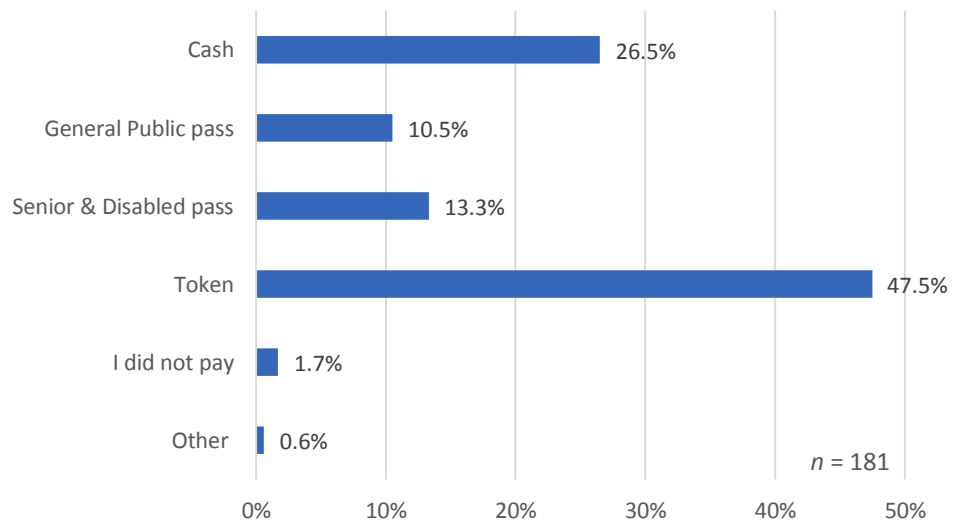


**Q5. How did you pay for this one-way trip?**

The majority of riders paid for their ride using a token or cash. Monthly passes (while available) were used only by less than one-quarter of surveyed riders. Tokens offer subsidized fares and are available to individuals qualified under the Low-Income Fare Assistance Program.

Of those who indicated paying cash, 22.4 percent said they were eligible to pay a reduced fare.

Exhibit 3.1.5 Fare payment



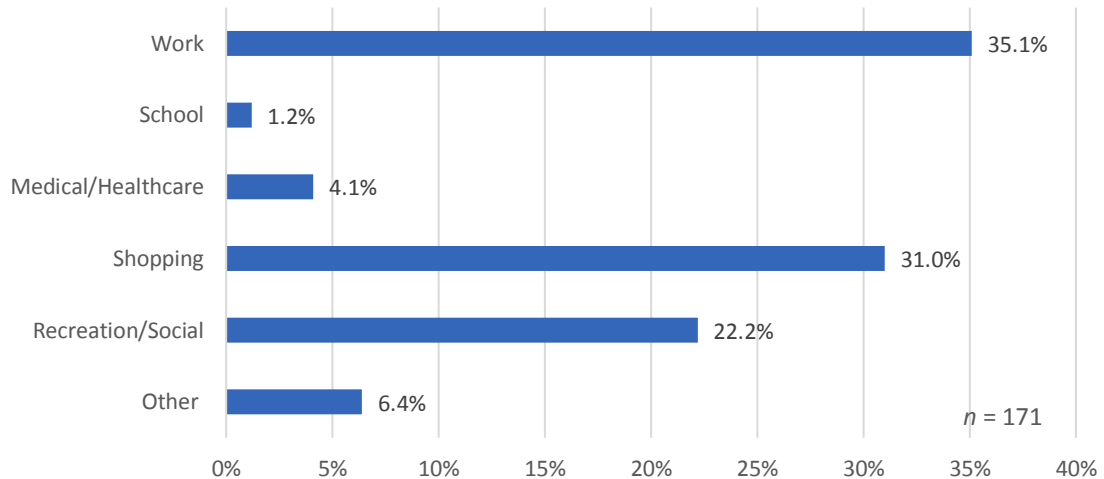


**Q6. Did you request a route deviation for this trip?**

At the time of the study’s preparations, the fixed-route service would deviate off an established route alignment within the ADA service area (three-quarters of a mile from the route) provided there is sufficient time in a given trip to make the requested route deviation. Fewer than five percent of those responding to this question (4.5 percent) indicated requesting a route deviation.

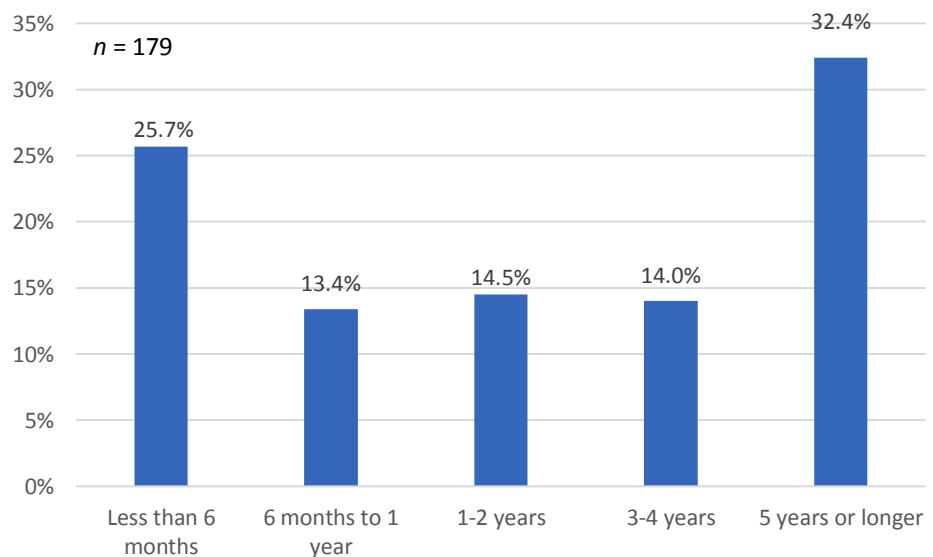
**Q7. What is the primary reason you are making this trip?**

Exhibit 3.1.6 Trip purpose



**Q8. How long have you been a fixed-route service customer?**

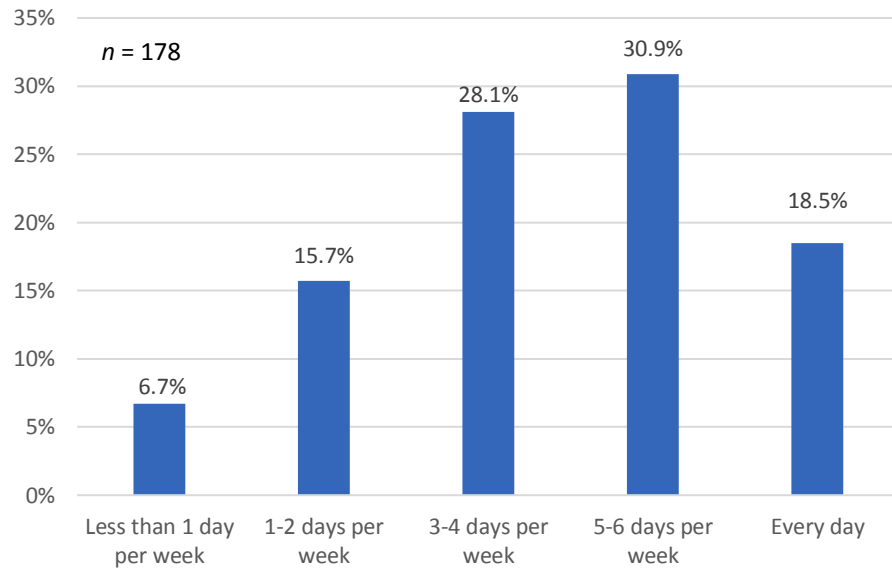
Exhibit 3.1.7 Length of patronage





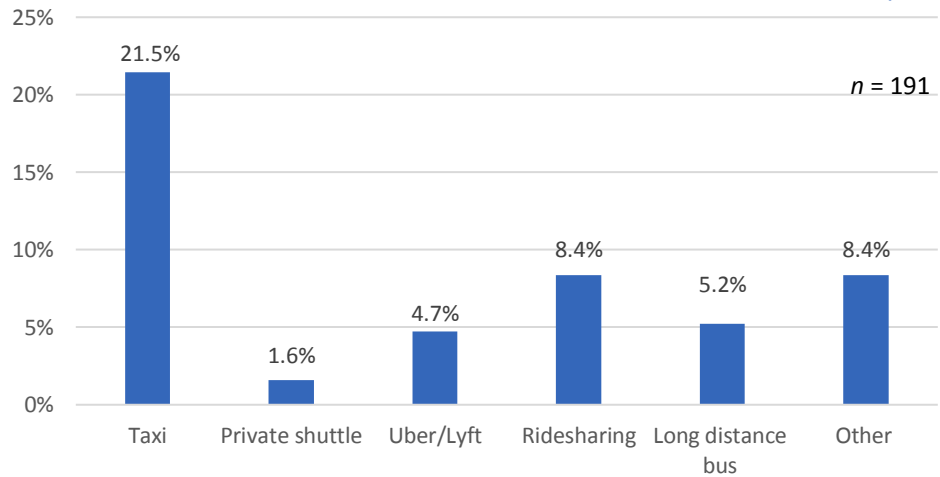
Q9. In a typical week, how often do you ride the fixed-route bus service?

Exhibit 3.1.8 Frequency of use



Q10. Do you currently use any of the following travel options in a typical month?

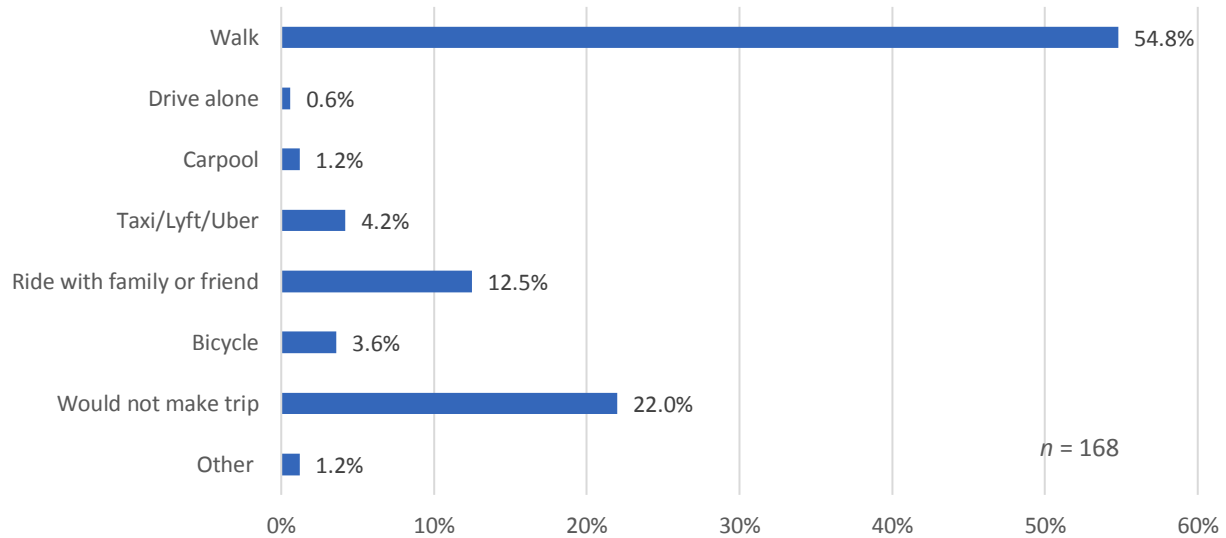
Exhibit 3.1.9 Other travel options





11. If the fixed-route bus service had not been available today, how would you have made this trip?

Exhibit 3.1.10 Alternatives for this trip



Q12. Please rate each of the following aspects of the fixed-route bus service.

Exhibit 3.1.11 Customer satisfaction

	Excellent	Good	Fair	Poor	Mean rating
a. Courtesy of driver	72.7%	23.8%	2.9%	0.6%	3.69
b. Safe operation of vehicle	76.0%	19.8%	3.6%	0.6%	3.71
c. Cleanliness of vehicle	59.4%	30.9%	8.5%	1.2%	3.48
d. Runs on time	63.6%	30.3%	5.5%	0.6%	3.57
e. Reasonableness of fare/cost	73.9%	21.8%	4.2%	0.0%	3.70
f. Information provided to customers	67.7%	25.0%	4.9%	2.4%	3.58
g. Frequency of service	64.6%	28.0%	6.7%	0.6%	3.57
h. Overall service	67.7%	28.7%	3.0%	0.6%	3.63



Q13. Which of the following potential changes would be important to you? (Select up to three)

Exhibit 3.1.12 Preferred changes

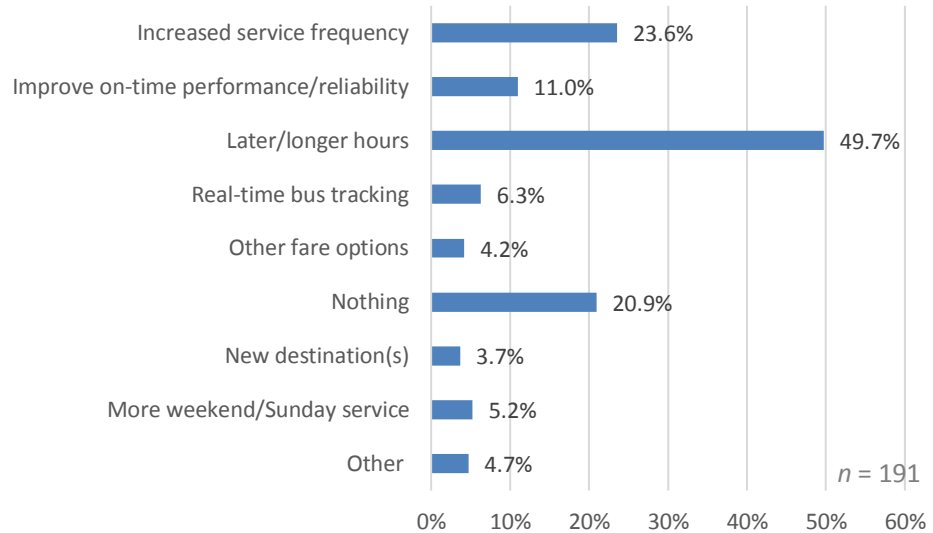


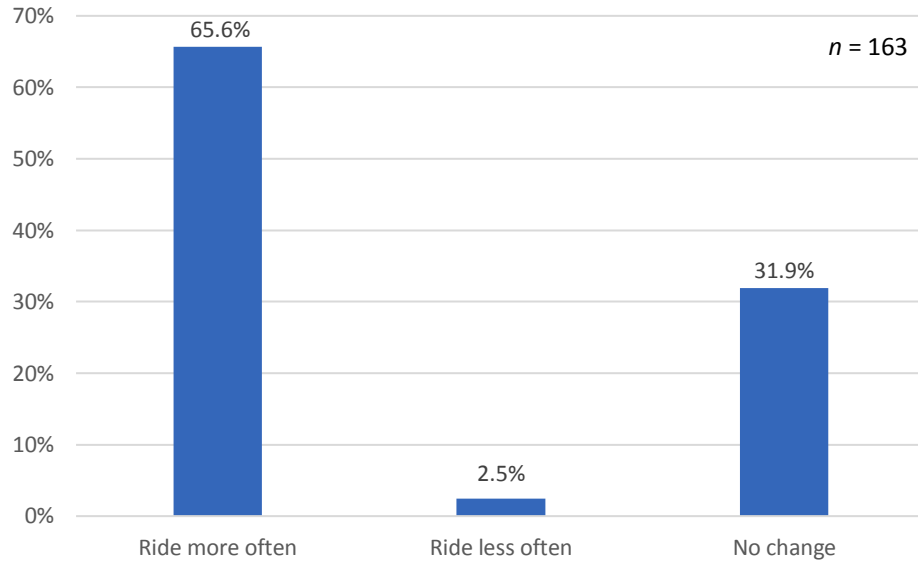
Exhibit 3.1.13 New destinations requested

Destination	Comments
Poplar & Marks Way	The closest route to Poplar & Marks Way is the Yellow Route. The closest stop is located at S Poplar St & Boulder, which is approximately 6/10 of a mile from Marks Way.
Across from Mike Sedar Park	There is currently a Yellow Route stop at Mike Sedar Park (S Poplar St & W 25 <sup>th</sup> St).
Closer to the DMV	The closest route to the DMV (800 Bryan Stock Trail) is the Green Route. The closest stop is located at the Boys and Girls Club, which is approximately one-third of a mile from the DMV.
Closer to Bar Nunn	Bar Nunn is currently served by the demand-response service only. It is not served by the fixed-route service.
On Yellowstone	The Purple Route travels along a portion of Yellowstone Hwy in Mills. Respondent did not specify where on Yellowstone they would like to see service.
Near Southridge Elementary	The closest route to Southridge Elementary, located at 1600 W 29 <sup>th</sup> St, is the Yellow Route. The closest stop is located at Mike Sedar Park, which is approximately one-half mile from the school.
At the Diamond Complex	There is a Green Route stop at the Boys and Girls Club, which is at the south end of the North Casper Sports Complex. Another stop is at E K St & N Elma St, which is just west of the Field of Dreams Baseball Complex.



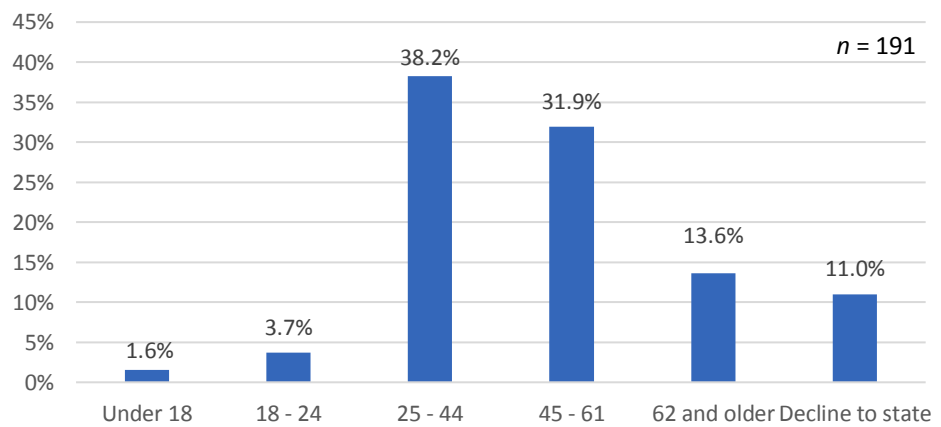
Q14. If the improvement(s) you identified in the preceding question was introduced/implemented, how would this affect your use of public transit in/around the Casper area?

Exhibit 3.1.14 Impact of improvements on ridership



Q15. Which of the following includes your age?

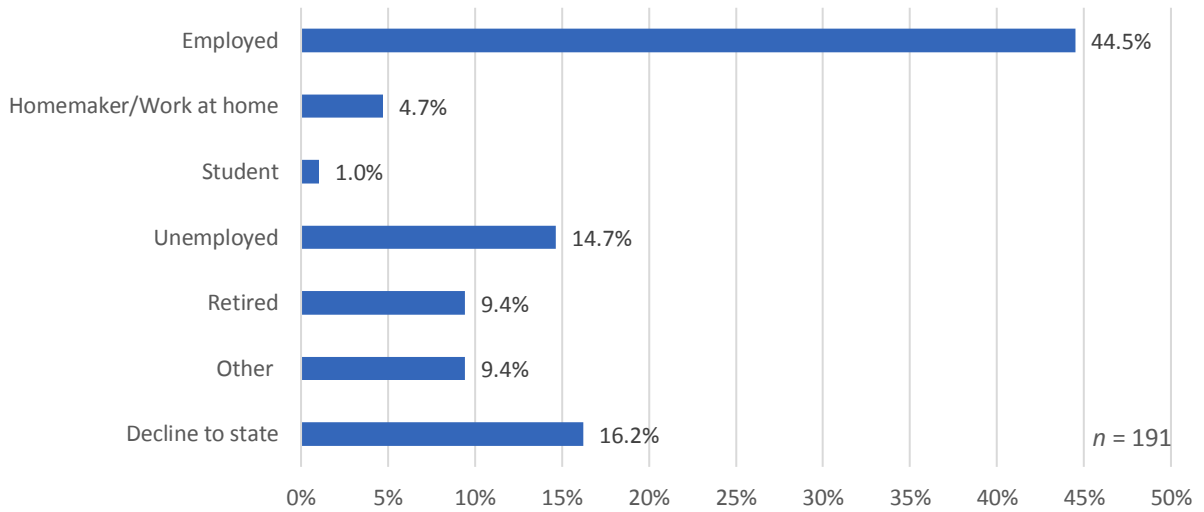
Exhibit 3.1.15 Age





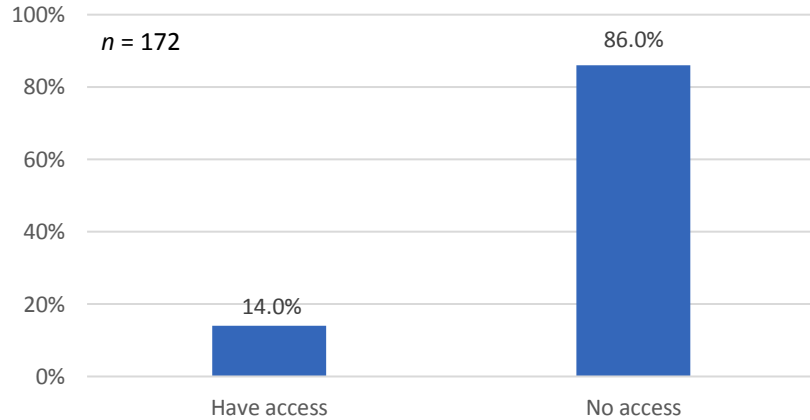
Q16. Which of the following best describes your employment status?

Exhibit 3.1.16 Employment status



Q17. Do you have ready access to a personal vehicle?

Exhibit 3.1.17 Vehicle access

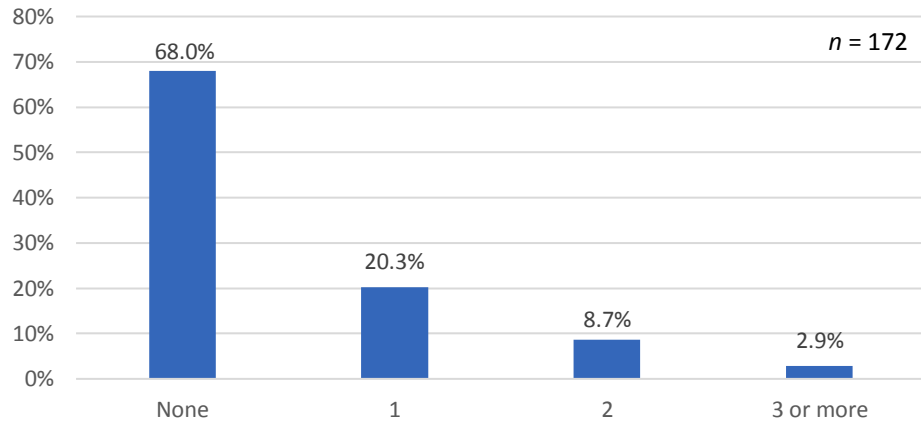






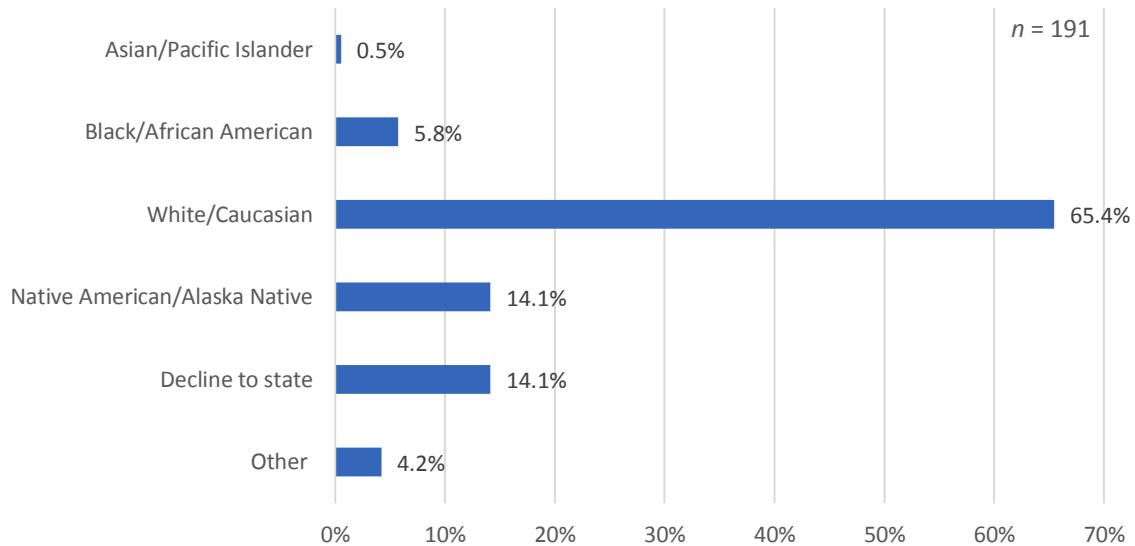
Q18. How many vehicles/cars are in your household?

Exhibit 3.1.18 Vehicles in household



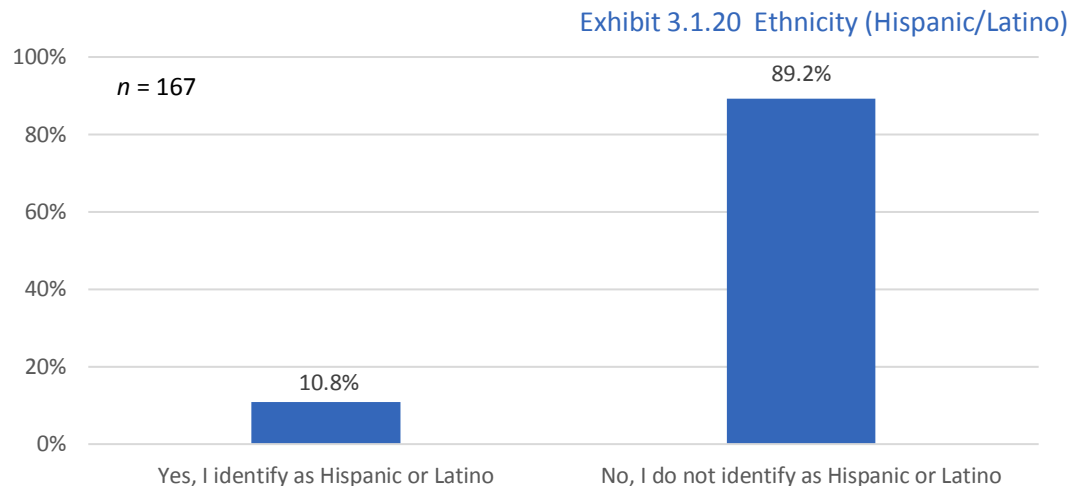
Q19. With which of the following [races] do you most closely identify? (Check all that apply.)

Exhibit 3.1.19 Race

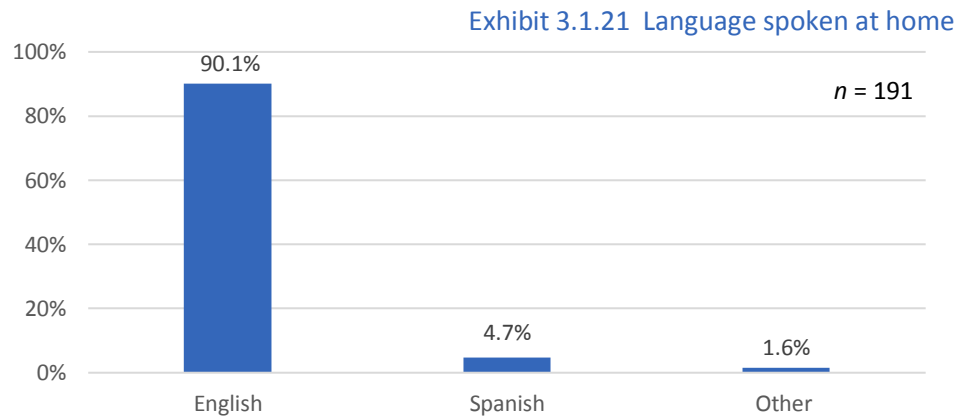




Q20. Do you identify as Hispanic or Latino (of any race)?



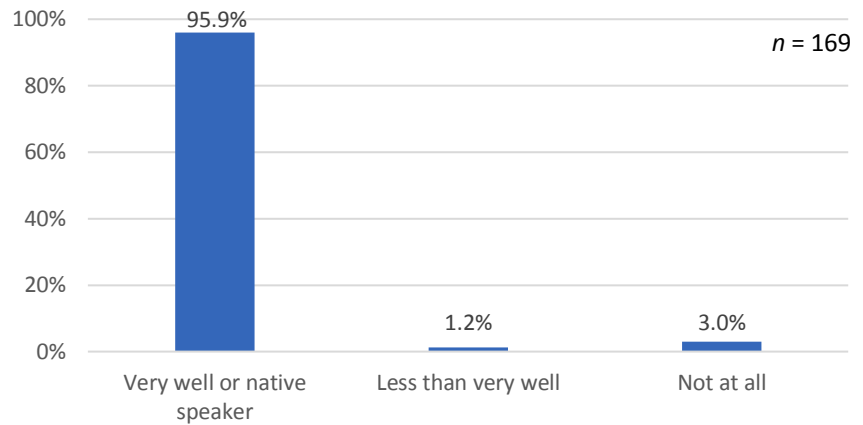
Q21. Which of the following languages is spoken in your home? (Check all that apply.)  
“Other” languages included American Sign Language (ASL) and Braille.





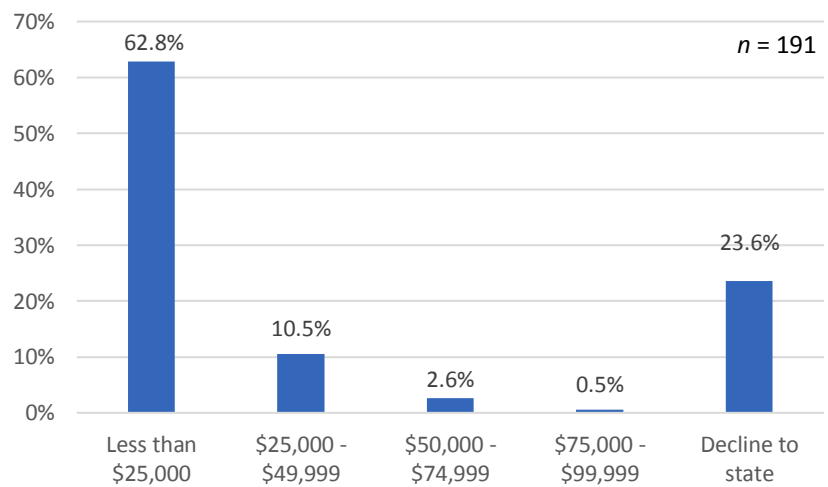
Q22. How well do you speak English?

Exhibit 3.1.22 English proficiency



Q23. What is your annual household income?

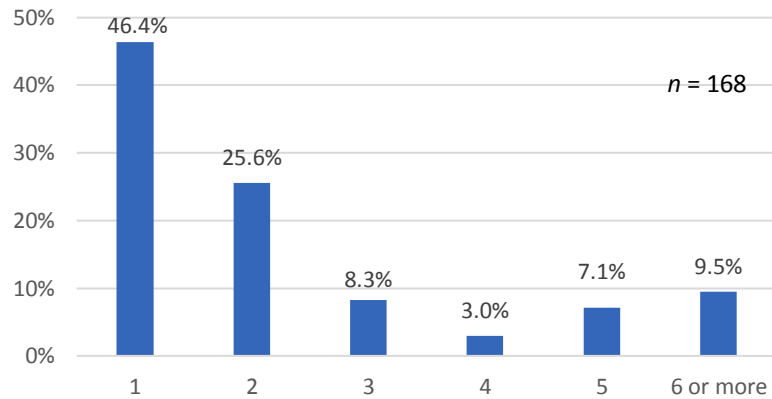
Exhibit 3.1.23 Annual household income





Q24. How many individuals (including yourself) live in your household?

Exhibit 3.1.24 Household size



### 3.2 Demand-Response (Dial-A-Ride) Customer Survey

The second rider survey, targeting dial-a-ride customers, was conducted via direct mail using a database of registered users. Surveys were distributed in late October 2020, with a response deadline of November 13, 2020. Nearly 500 recent DAR users were identified. Of these, 129 chose to return the survey prior to the response deadline.

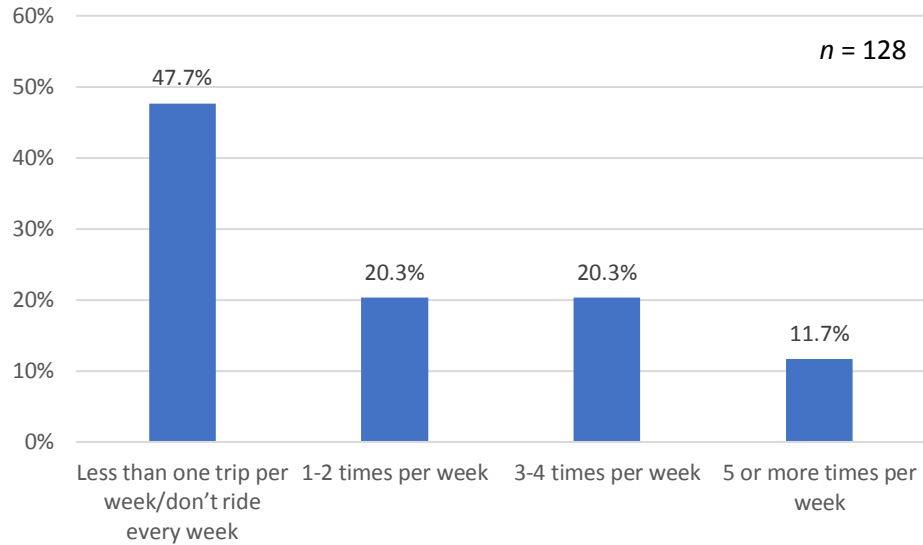
Data from the surveys was used to create a profile of a typical dial-a-ride customer:

- Rides twice a week or less (68 percent),
- Rider uses to access healthcare/medical services (57 percent),
- Makes a reservation within four days of the scheduled trip (57 percent),
- Rider uses because he/she does not drive/no longer drives (56 percent),
- Travels within Casper (92 percent),
- Pays fare using a ticket or cash (76 percent),
- Has access to technology such as internet, email, text messaging, or smartphone (75percent),
- Travels alone (without a companion or caregiver) (91 percent),
- Is age 62 or older (63 percent),
- Identifies as White/Caucasian (88 percent) and does not identify as Hispanic or Latino,
- Speaks English at home (98 percent) and very well (94 percent),
- Lives in Casper (98 percent), and
- Uses other forms of transportation such as The Bus (33 percent) or a taxi (12 percent).



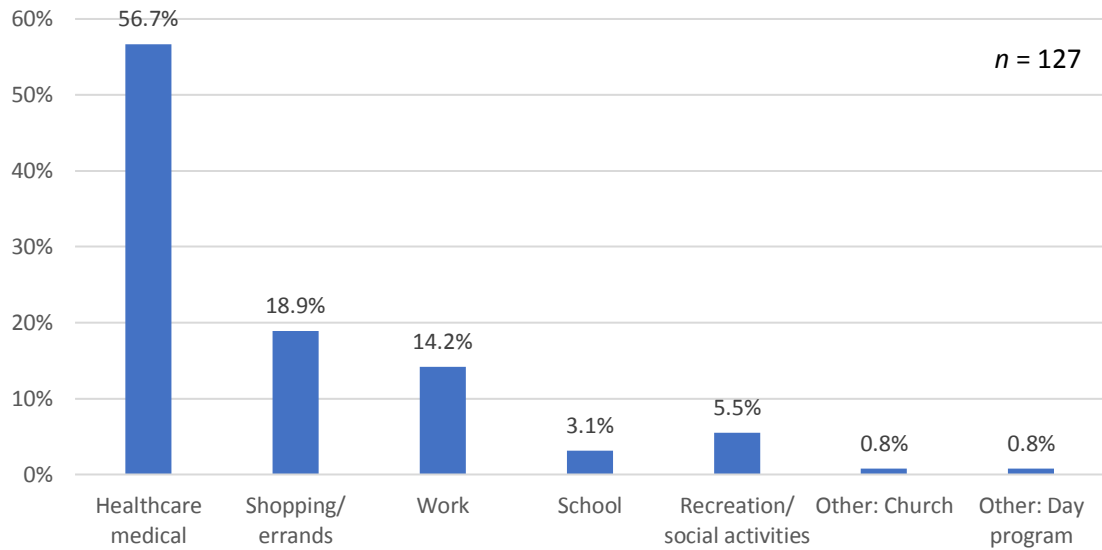
Q1. How often do you ride Dial-A-Ride in a typical week?

Exhibit 3.2.1 Frequency of use



Q2. What is your most common trip purpose when using Dial-A-Ride? (Choose only one.)

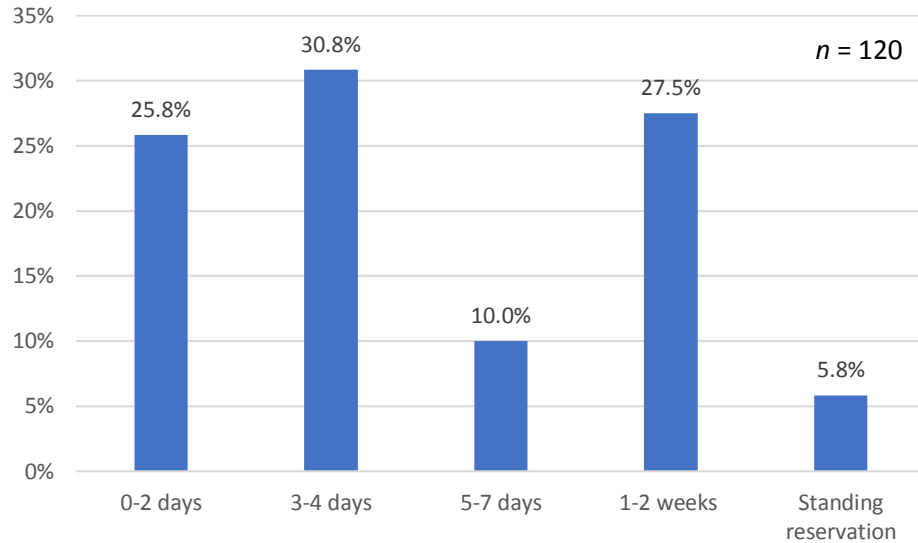
Exhibit 3.2.2 Trip purpose





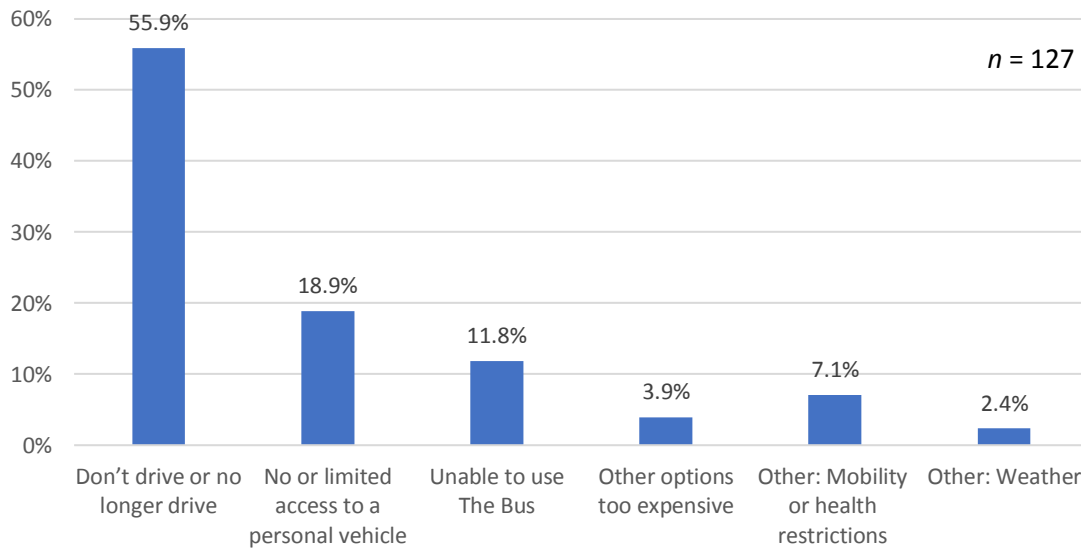
Q3. How many days in advance do you typically make your ride reservation?

Exhibit 3.2.3 Advance reservations



Q4. What is the main reason you use Dial-A-Ride instead of another form of transportation?

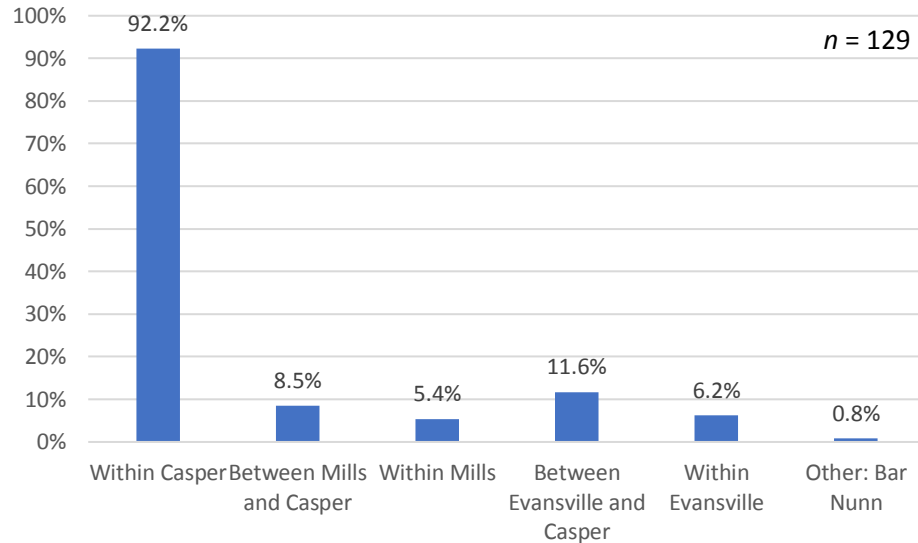
Exhibit 3.2.4 Reason for riding





Q5. Where do you typically travel when using Dial-A-Ride? (Check all that apply.)

Exhibit 3.2.5 Typical destinations



Q6. Please rate each of the following aspects of the Dial-A-Ride service.

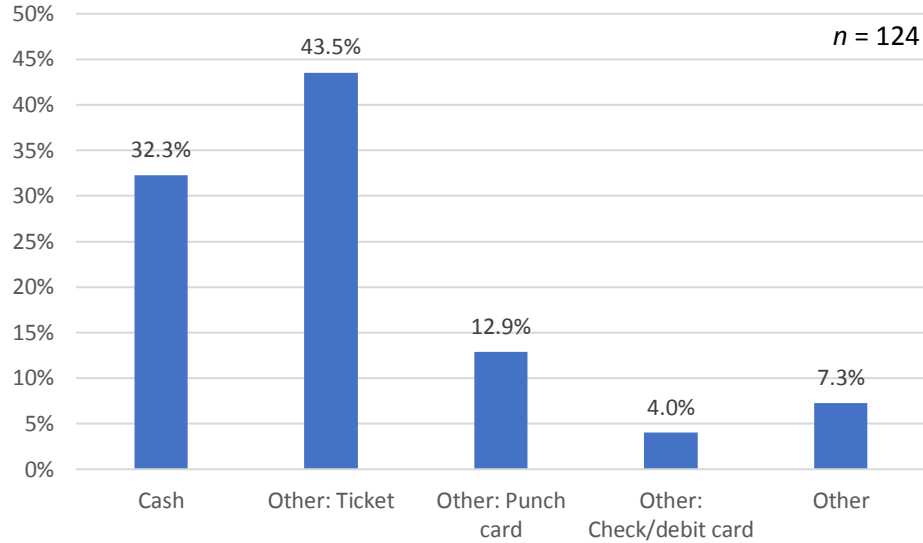
Exhibit 3.2.6 Customer satisfaction

	Excellent	Good	Fair	Poor	Mean rating
a. Courtesy of driver	85.2%	14.8%	0.0%	0.0%	3.85
b. Safe operation of vehicle	80.5%	18.8%	0.8%	0.0%	3.80
c. Cleanliness of vehicle	75.2%	23.2%	1.6%	0.0%	3.74
d. On-time performance	62.4%	28.8%	8.0%	0.8%	3.53
e. Reasonableness of fare/cost	77.0%	18.3%	4.8%	0.0%	3.72
f. Information provided to customers	64.6%	27.6%	6.3%	1.6%	3.55
g. Ease of reservation making	65.1%	25.4%	6.3%	3.2%	3.52
h. Overall service	77.3%	21.1%	1.6%	0.0%	3.76



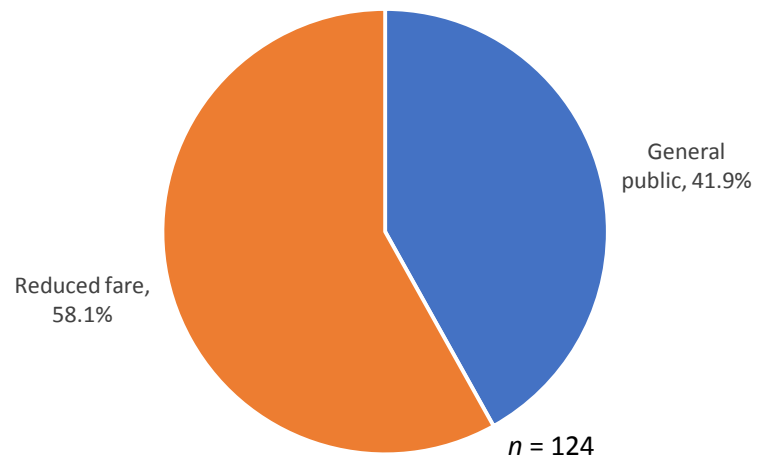
Q7. How do you typically pay for your ride on Dial-A-Ride?

Exhibit 3.2.7 Fare payment



Q8. What fare category typically applies to you?

Exhibit 3.2.8 Fare category

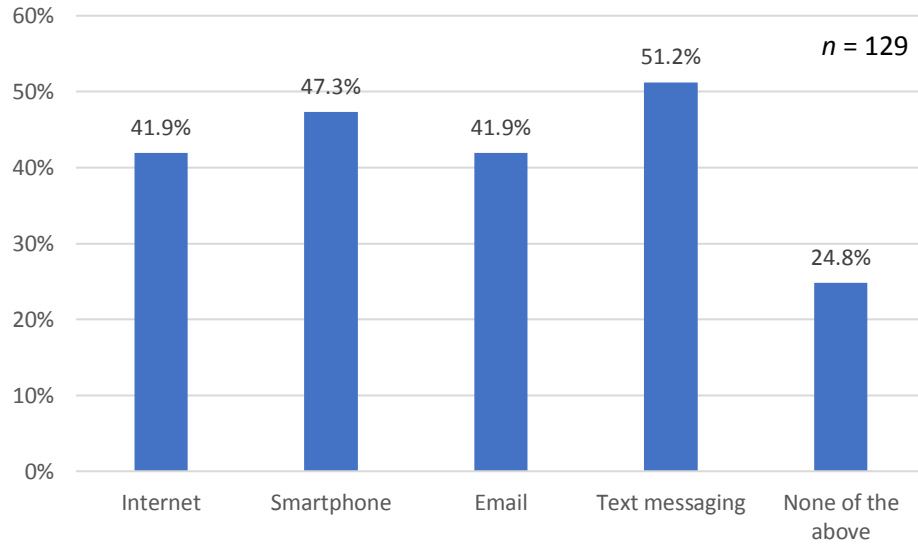






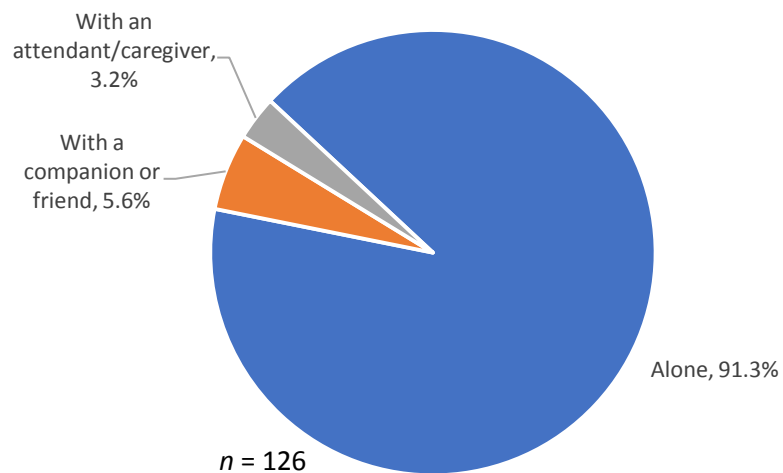
Q9. To which of the following do you have access? (Check all that apply.)

Exhibit 3.2.9 Access to technology



Q10. Do you typically travel on Dial-A-Ride...?

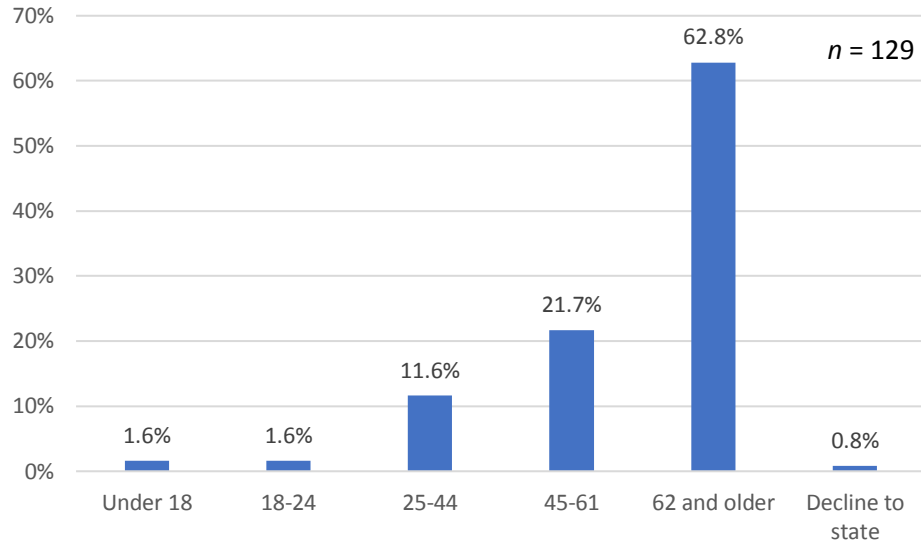
Exhibit 3.2.10 Traveling companion





Q11. Which of the following includes your age?

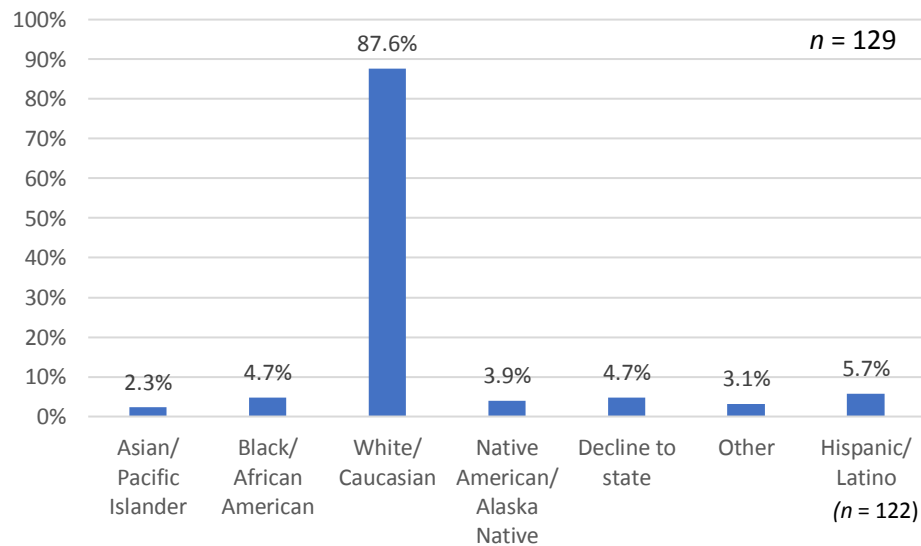
Exhibit 3.2.11 Respondent Age



Q12. With which of the following do you most closely identify? (Select all that apply.)

Q13. Do you identify as Hispanic or Latino (of any race)?

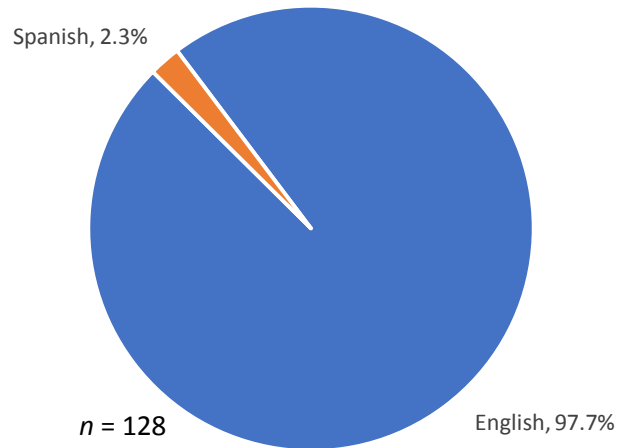
Exhibit 3.2.12 Race and ethnicity





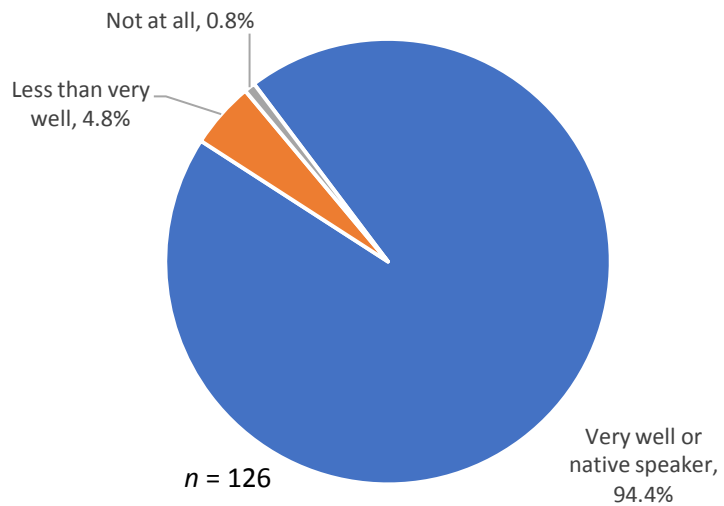
Q14. What is the primary language spoken in your home?

Exhibit 3.2.13 Language spoken at home



Q15. How well do you speak English?

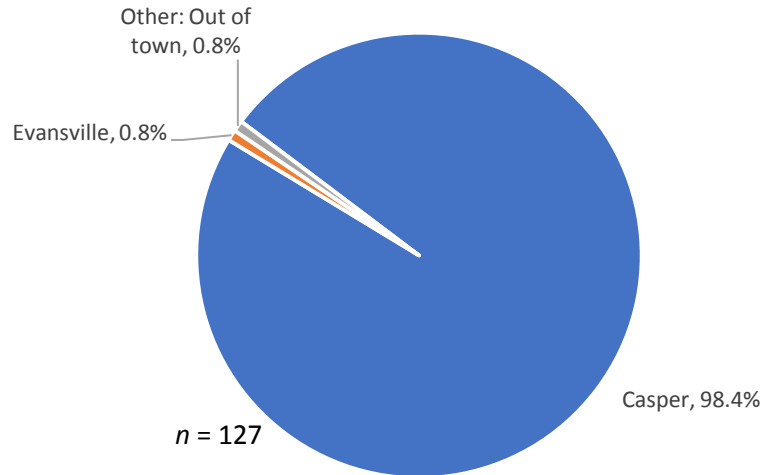
Exhibit 3.2.14 English proficiency





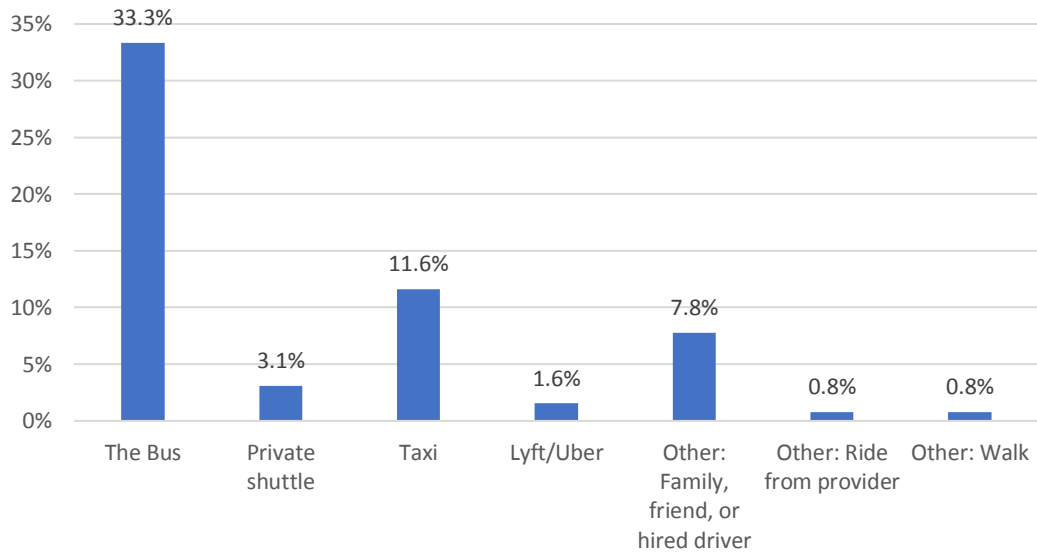
Q16. In which community/town do you live?

Exhibit 3.2.15 Home community



Q17. In a typical month do you use any of the following transportation services?

Exhibit 3.2.16 Other transportation services used





### 3.3 Community Survey

One of the important community engagement activities undertaken in support of the Five-Year Transit Strategic Development Plan (TSDP) was a community-wide survey.

The survey had several objectives including 1) assessing both awareness and recent use of public transit within the Casper area, 2) identifying motivators as well as barriers (perceived as well as actual) regarding current and future use of local public transit services, 3) collect basic demographic data specific to survey participants, and 4) identify opportunities for future transit service improvements.

Given concerns regarding personal contact associated with the COVID-19 pandemic, the primary method of data collection was an online survey. (Note: Printed copies of the identical survey were also available at each of the community workshop sessions.)

The online survey was promoted using a variety of channels including four-color postcards mailed to nearly 5,000 randomly-selected households located throughout the transit service area. The mailing was stratified to reflect the 2020 household populations of Casper, Evansville, and Mills. (Note: Evansville and Mills each had a no less than 500-piece distribution.) A response or participation incentive (random drawing of a series of VISA gift cards) was included within the household mailer.

At the conclusion of the agreed upon survey fielding period, 154 valid responses were received. Survey responses were used to develop a profile of the typical respondent. The typical community survey respondent:

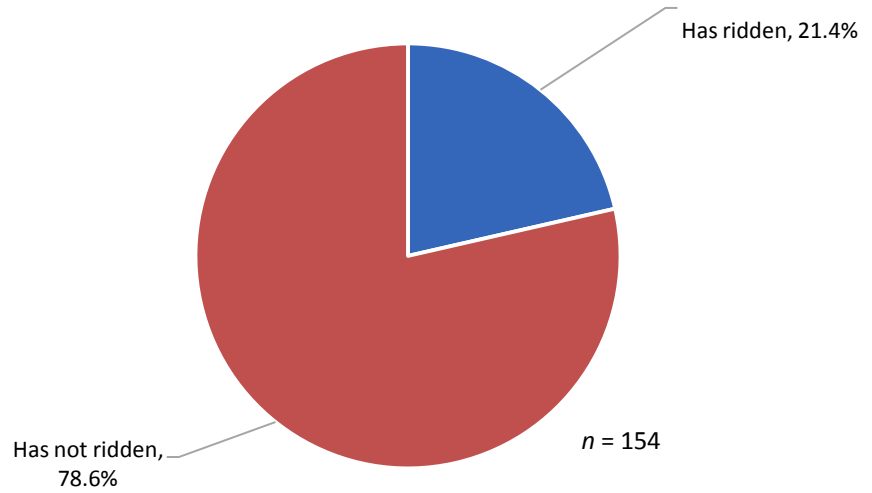
- Has not ridden either the either the fixed-route or demand-response service within the 12 months prior to taking the survey (79 percent),
- Does not use public transit because he/she prefers to drive his/her own vehicle (56 percent),
- Lives in a household where other members of the household do not use transit (92 percent),
- Has easy access to a car or personal vehicle (82 percent),
- Has at least a basic awareness of transit service in the Casper area (91 percent),
- Drives him/herself as a primary means of transportation (82 percent),
- Would consider using transit if the primary means of transportation were not available (84 percent),
- Identifies as White/Caucasian (66 percent of those responding to the question) and is not Hispanic or Latino,
- Speaks English at home (79 percent) and speaks it very well (98 percent), and
- Believes transit provides a valuable service to the community (73 percent).

A summary of the survey results follows.



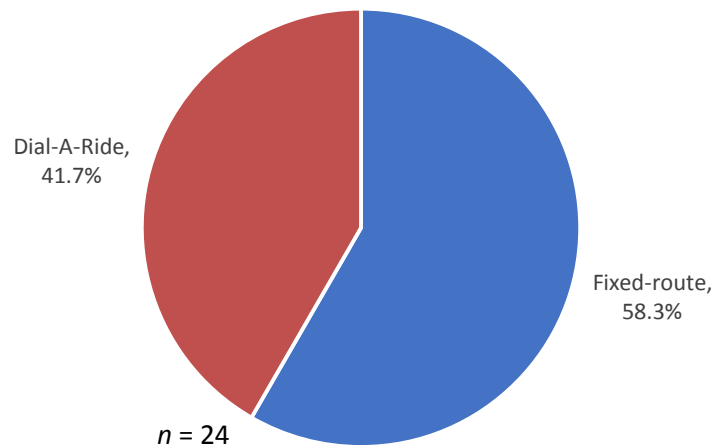
Q1: Have you ridden either the fixed-route or Dial-A-Ride service within the last year?

Exhibit 3.3.1 Transit usage



Q2: Which public transportation services have you used in the last 90 days?

Exhibit 3.3.2 Transit service used



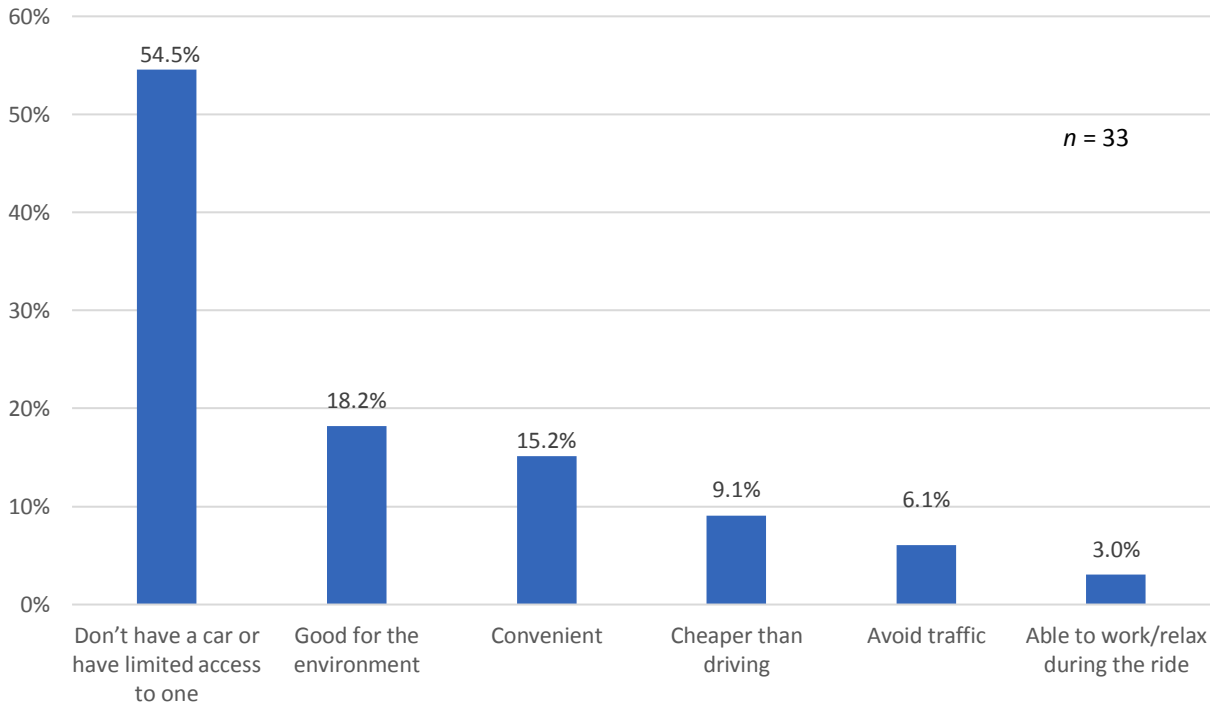


**Q3. Why do you typically use public transportation?**

Twenty-one percent selected “Other” as a response option. Among the considerations included therein were: limiting disability, cannot drive, personal vehicle not available, and “only way to get around town.”

Respondents had the option of selecting up to three responses. Therefore, response totals exceed one hundred percent.

Exhibit 3.3.3 Reason for riding



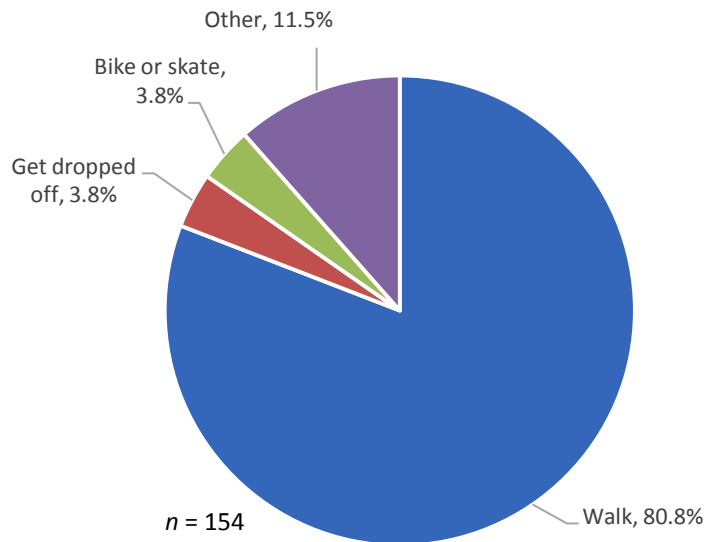
**Q4. How do you typically travel to the bus stop?**

At the time of the survey there were approximately 125 bus stops in place throughout the fixed-route service network. The number of bus stops was spread fairly evenly across the six routes. Further, the distance between individual bus stops is not uniform.

Three survey respondents selected the “Other” option. The responses reflect use of the Dial-A-Ride service, which does not pertain to use of, or travel to, a bus stop.



Exhibit 3.3.4 Mode of travel to bus stop



**Q5. In a typical week, how often do you use public transportation?**

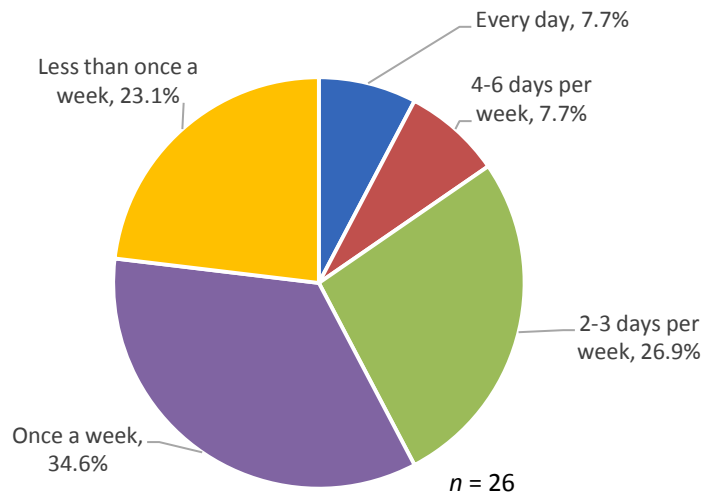
The survey was conducted in mid-October 2020, which was during the COVID-19 pandemic. Based on data provided by CATC, average monthly ridership was less than pre-pandemic levels. Further, to support social distancing, the number of riders permitted onboard a bus was capped at 50 percent capacity.

Approximately 15 percent of the community survey sample indicated riding public transit four or more days per week. This figure stands in stark contrast to the ridership frequency data associated with the onboard/transit rider survey which indicated approximately half of the respondents ride more than four days per week.





Exhibit 3.3.5 Frequency of use



**Q6. What is your preferred method of receiving information about public transportation?**

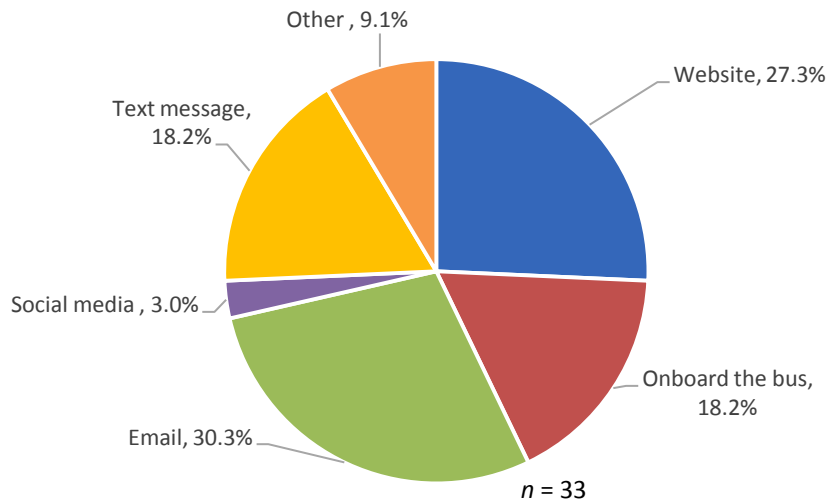
At the time of the survey fielding, the transit website was designed and managed by CATC, the long-time operations contractor. The consultant is unaware of any organized/regularly occurring “transit specific” email promotional efforts undertaken by either CATC or the City/MPO. Same regarding text messaging. Lastly, neither CATC nor the City/MPO had any recurring “transit specific” social media messaging underway at the time of the survey.

Three “Other” responses were received: “mail,” “signs at bus stop,” and “word of mouth.” It is the consultant’s opinion that these provide little insight as to preferred communications methods.

Survey participants were permitted to select up to two responses for this question. Therefore, the response totals exceed 100 percent.



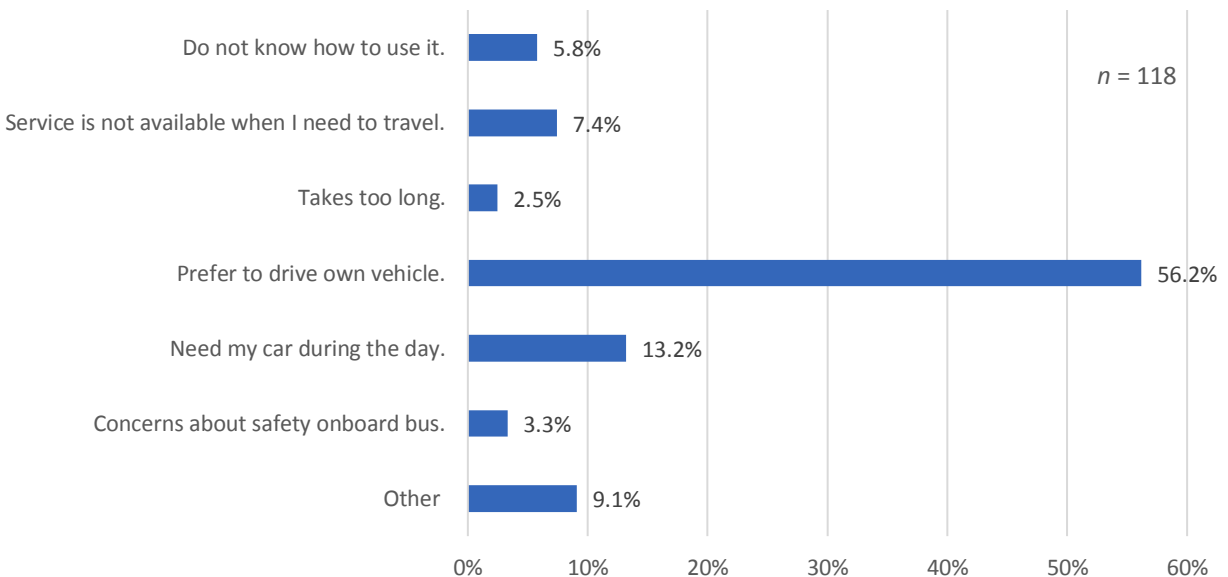
Exhibit 3.3.6 Preferred information source



**Q7. What is the main reason you do not use public transportation?**

Respondents were limited to a single response selection. Eleven respondents selected the “Other” response option. Among the more salient responses were: does not serve my neighborhood, does not go where I need to travel (e.g., 6 Mile Road), prefer to bicycle/cycle, waste of taxpayer money, and formerly rode.

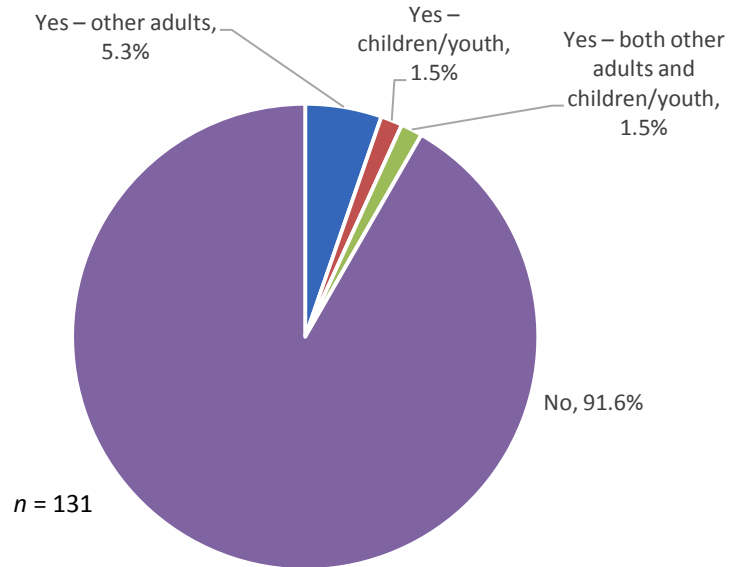
Exhibit 3.3.7 Reason for not riding





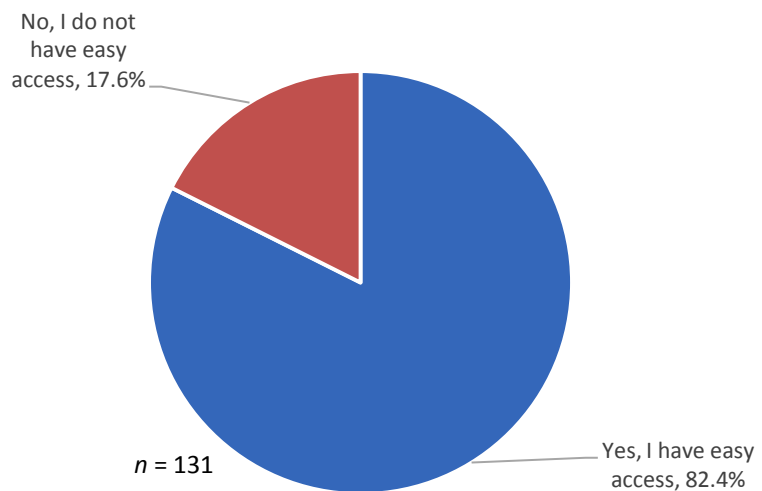
Q8. Do any other persons in your household use public transportation?

Exhibit 3.3.8 Transit usage by others in household



Q9. Do you have easy access to a car/personal vehicle?

Exhibit 3.3.9 Access to vehicle



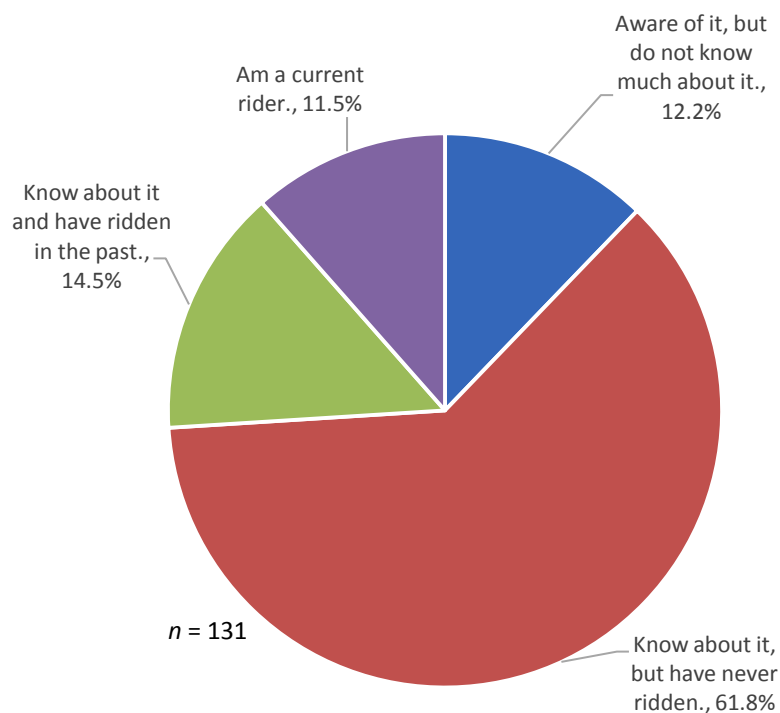


**Q10. Which statement best describes your awareness of The Bus?**

Successful marketing has two core objectives: 1) raise awareness of a product or service, and 2) convert awareness to patronage.

At the time of our program/service evaluation, “transit specific” marketing was limited to the CATC-maintained website, an all-routes service brochure, and occasional participation in community activities. In other words, there was not an active, ongoing effort to either increase awareness of public transit travel options (to either the community at-large or historic “transit leaning” populations), nor to convert service awareness to actual/ongoing patronage. Fortunately, the Five-Year TSDP’s Scope of Work includes preparation of an 18-month Marketing Plan.

**Exhibit 3.3.10 Awareness of transit**



Based on Moore & Associates’ 30-year public transportation consulting experience, we believe a community’s overall population can be divided into a three-part spectrum. At one end of the spectrum are dedicated transit riders. While the motivators may vary (i.e., cost savings, limited mobility options, less expensive than driving), use of (or reliance upon) public transit remains strong.

By contrast, at the other end of the spectrum are persons who will never use public transit even if the service was free, was available right outside their home or business, and included a complimentary cup of coffee or newspaper. These are the “dedicated drivers,” and absent a significant change in personal circumstances they will not be converted from non-rider to rider.



Therefore, to be successful, marketing must focus on prospects located within the “great middle.” This can include individuals residing in one-vehicle households, persons whose normal home-to-work-travel patterns fall within the confines of the local transit service network, and those whose financial circumstances are such that periodic use of public transit translates to quantifiable savings.

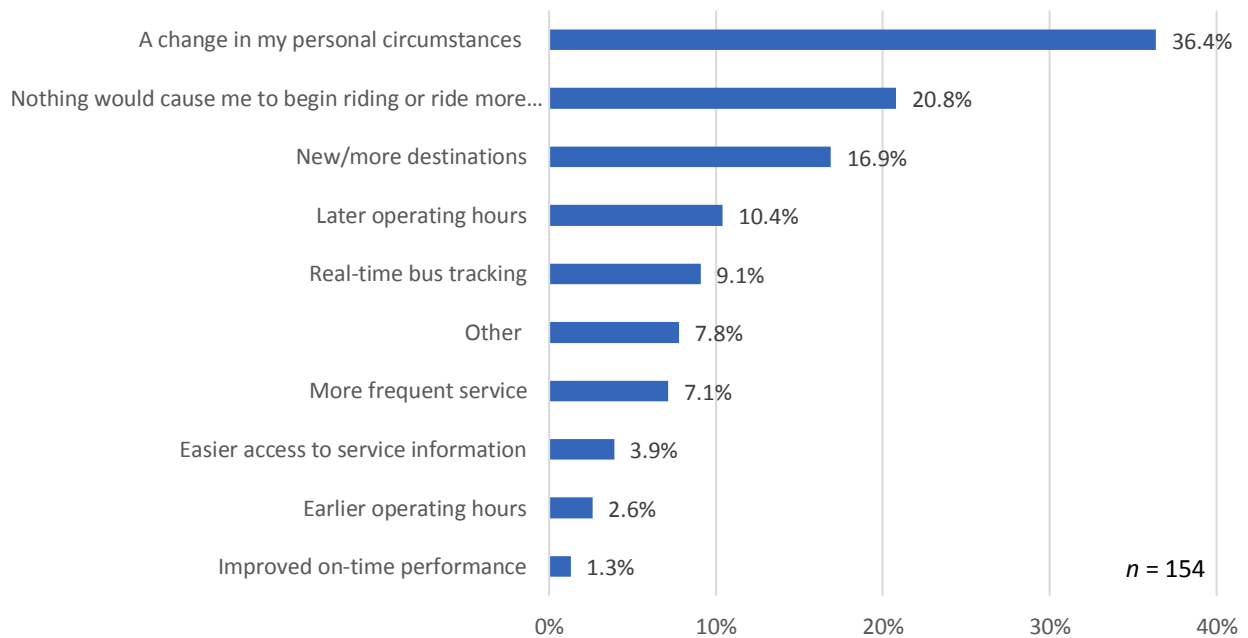
**Q11. What change, if any, would cause you to either begin riding the fixed-route service or increase your use of the service?**

Excluding “change in personal circumstance” and “nothing,” the other most common responses mirror the preferred service improvements identified through the onboard/transit rider survey. At the time of the survey fielding, the fixed-route service operated on a 60-minute service frequency, with weekday service essentially ending at 6:00 pm. Reduced service was provided on Saturday and no service on Sunday.

Within the response tally were 12 “Other” responses. One-third indicated the City should not provide public transit. Among the others, three stood out: improved bus stops, “more service” (which the consultant defines as more frequent service), and “better access” (which the consultant defines as having a bus stop closer to the respondent’s trip-start and/or trip-end point).

Survey participants were permitted to select up to two response options. Therefore, response totals exceed one hundred percent.

Exhibit 3.3.11 Motivation for riding

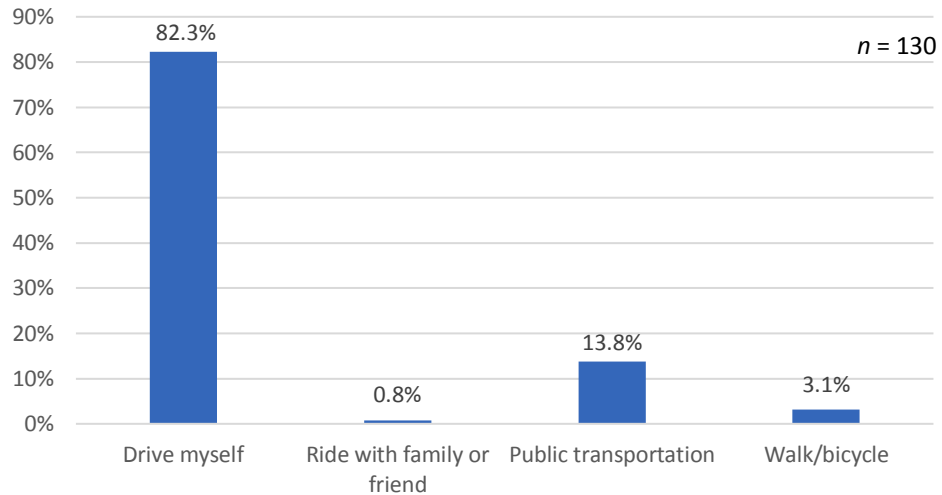




**Q12. What is your primary means of transportation?**

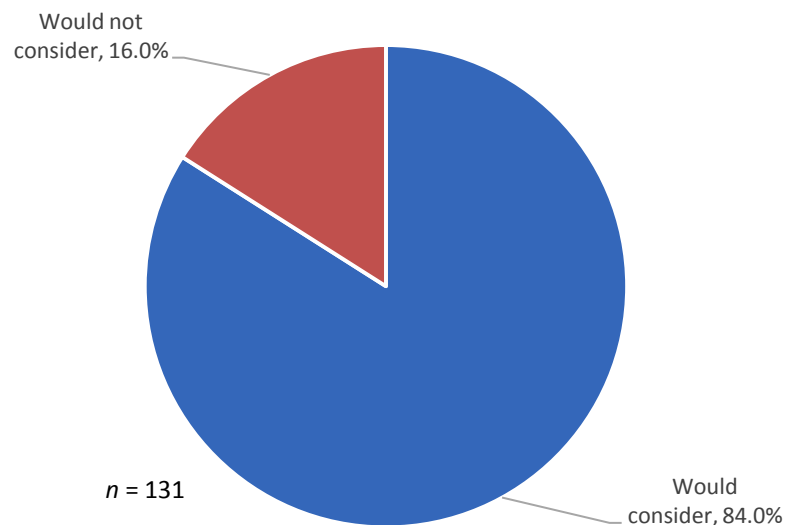
Similar to other small communities with relatively low-density land-use, the number of respondents citing “drive self” (and assumedly “alone”) is not surprising. What the consultant finds surprising is the high percentage of respondents indicating “public transit” as a primary means of transportation. Our surprise is largely due chiefly to the low service frequency (i.e., hourly) and relatively limited service hours.

Exhibit 3.3.12 Primary mode of transportation



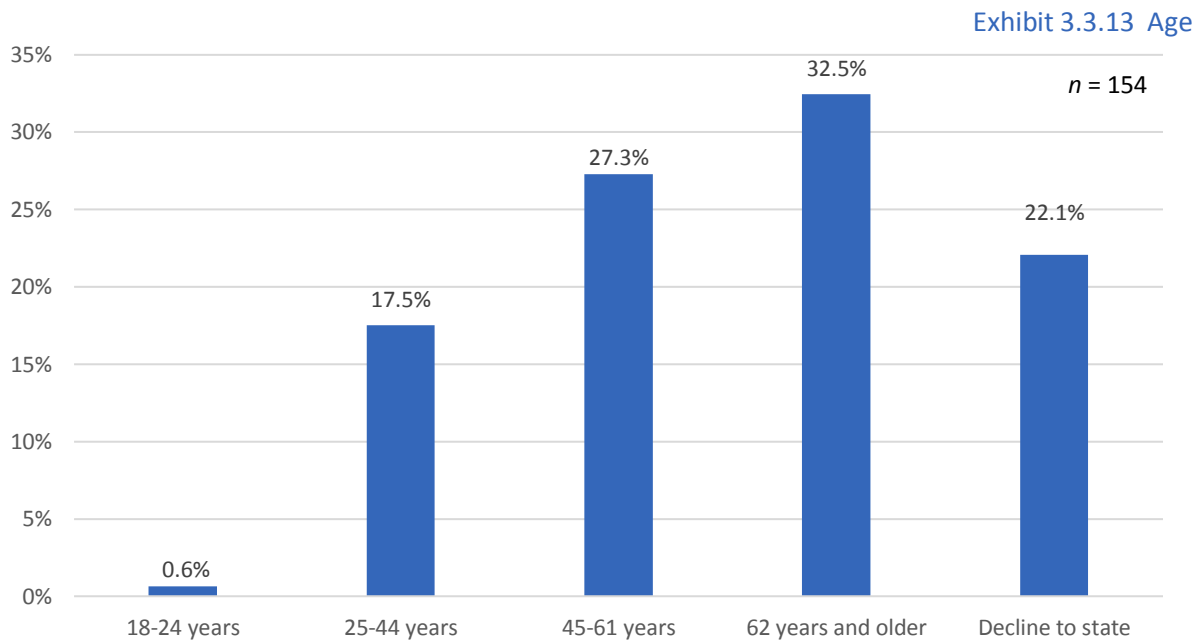
**Q13. If the means of transportation you selected above was no longer available, would you consider riding the fixed-route service or the demand-response service?**

Exhibit 3.3.12 Transit usage as alternative to primary mode

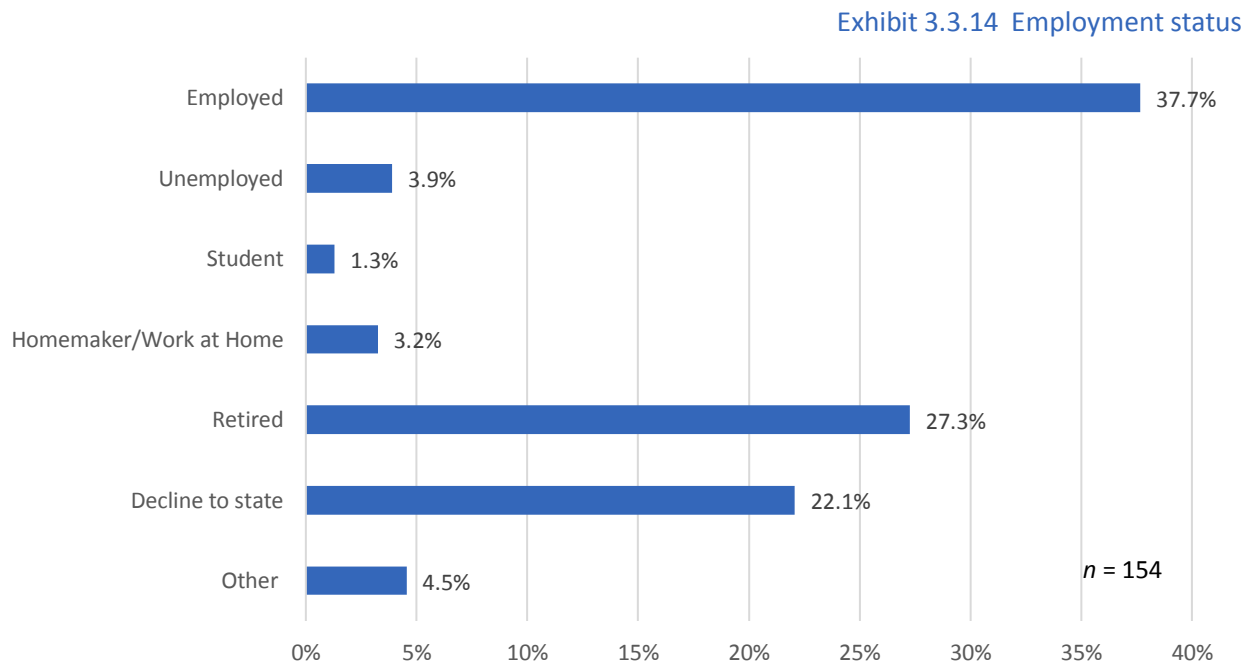




Q14. Which of the following includes your age?



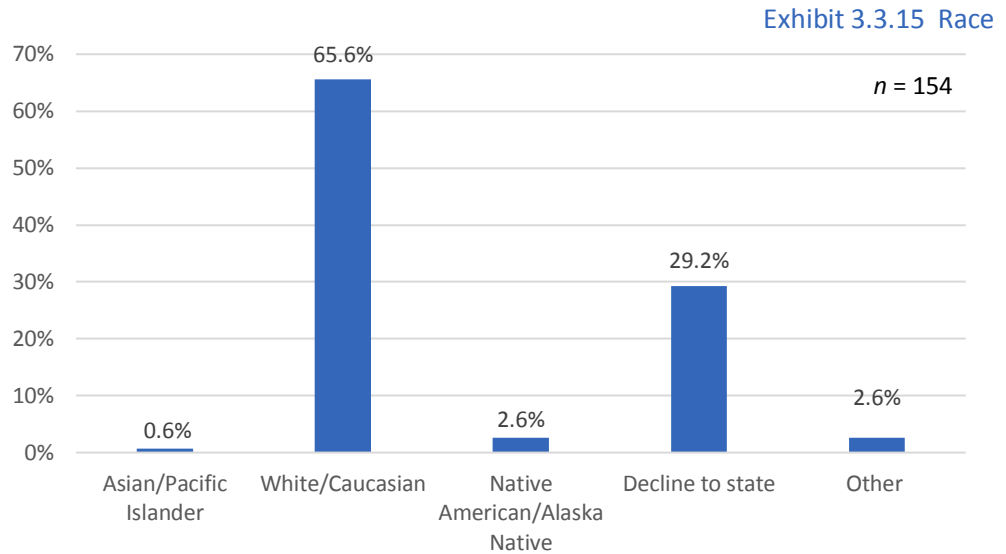
Q15. Which of the following best describes your current employment status?



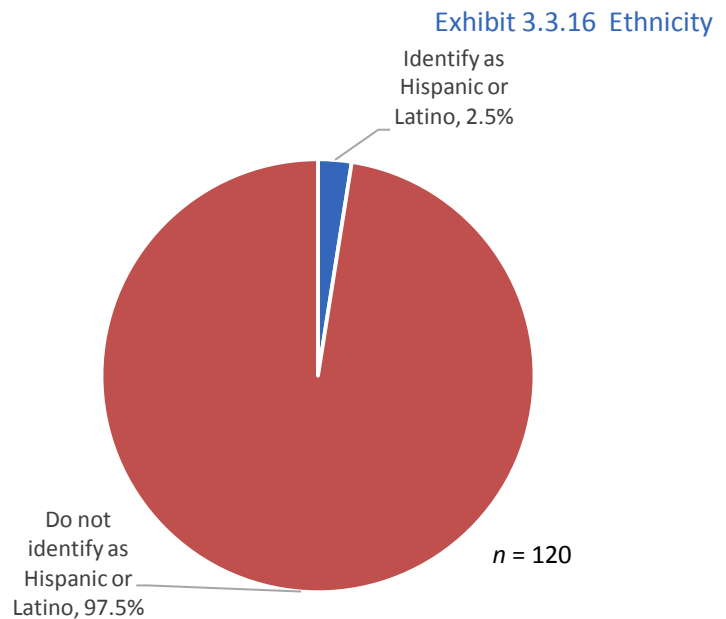


**Q16. With which of the following do you most closely identify?**

Participants were permitted to “select all that apply.” As such, response totals exceed one hundred percent. Two respondents selected “Other” and both listed “Euro-American.”



**Q17. Do you identify as Hispanic or Latino (of any race)?**

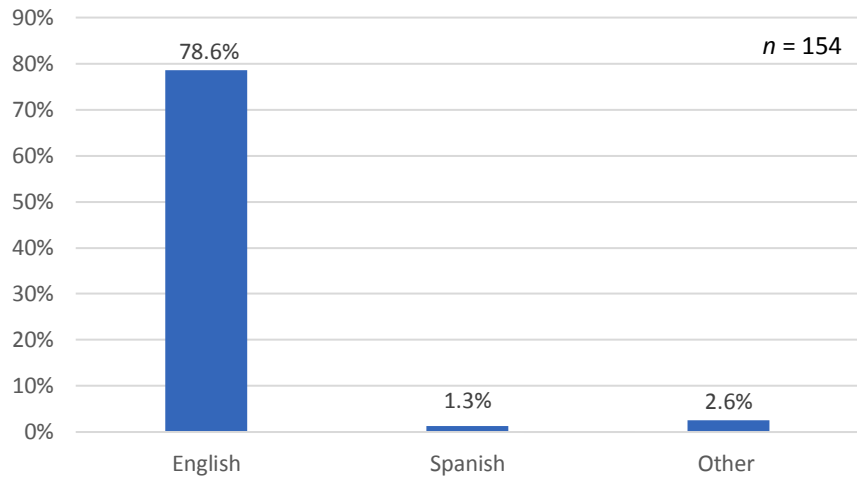






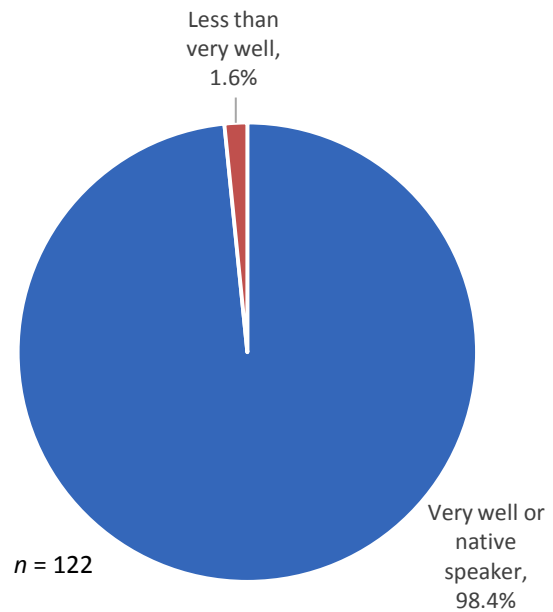
Q18. Which language(s) is spoken in your home?

Exhibit 3.3.17 Language spoken at home



Q19. How well do you speak English?

Exhibit 3.3.18 English proficiency





Q20. Indicate your opinion regarding the following statements about public transit in Natrona County. Respondents were asked to share their opinion regarding six statements about public transit in Natrona County.

Exhibit 3.3.19 Perceptions of local transit

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	Total responses
a. I was not aware of it before today	7.1%	0.0%	3.9%	68.8%	123
b. Provides a valuable service to my community	59.7%	13.6%	2.6%	4.5%	124
c. Supports the local economy	49.4%	20.1%	5.2%	5.8%	124
d. Cheaper than driving	35.1%	28.6%	10.4%	5.2%	122
e. Reduces traffic	39.6%	24.7%	9.7%	5.2%	122
f. Is important for seniors/disabled persons	65.6%	9.1%	1.9%	2.6%	122

### 3.4 Stakeholder Survey

A stakeholder survey was distributed to 47 organizations throughout the Casper Metro area. Surveys were initially delivered via email and followed up by with to three telephone contact attempts. Ultimately responses were received from 25 stakeholders (respondents identified by an asterisk).

- Austin Engineering
- Boys & Girls Club of Central Wyoming\*
- Casper Area Economic Development Alliance (Advance Casper)\*
- Casper Chamber of Commerce\*
- Casper College\*
- Casper Family YMCA\*
- Casper Housing Authority\*
- Casper-Natrona County Health Department\*
- Casper/Natrona County International Airport\*
- Casper Post Office
- Casper Recreation Center
- Casper Senior Center\*
- Central Pines
- CentrePointe Apartments
- City of Mills\*
- Community Health Center
- Developmental Disability Advisory Council
- DistributionNOW
- Elkhorn Valley Rehabilitation Hospital\*
- Farm Bureau
- First Christian Church\*
- Foxhill Apartments
- Grace Lutheran Church\*
- Highland Park Community Church\*
- Joshua’s Storehouse
- Juniper Ridge Apartments\*
- Legacy Apartments
- LGBTQ Committee\*
- Life Steps
- Lifetime Fitness
- Natrona County Library\*
- Natrona County School District
- Platte River Trails Trust
- The Ridge at Blackmore Apartments
- Rocky Mountain Oncology\*
- Salvation Army
- Sheridan VA Medical Center – Casper
- Summit Medical Center\*
- Town of Evansville
- Visit Casper\*
- Wyoming Coalition for the Homeless
- Wyoming Department of Transportation
- Wyoming Independent Living Resources\*
- Wyoming Medical Center\*
- Wyoming Rescue Mission\*



Key takeaways from the stakeholder surveys included the following:

1. The Casper-Natrona County International Airport would like some form of public transportation, either fixed-route/scheduled service or on-demand service.
2. Most of the respondent non-profits want later weekday service and more weekend service.
3. The Casper-Natrona County Health Department would like service closer to 475 S. Spruce Street.
4. Casper Housing Authority wants bus service to 4701 Tranquility Way (Raven Crest Apartments), located south of Wyoming Blvd/State Highway 258 and east of Poplar Avenue.
5. Casper College indicated needing service that drops off closer to the residence halls and serves the upper campus with more frequency.
6. The Casper VA would like bus service to 6000 E. Second Street (its new clinic location).
7. Grace Lutheran Church would like to see service operating on Sunday.
8. The Wyoming Rescue Mission would like later weekday service and more service on weekends, as well as service to E. A Street and N. Park Street.
9. The Casper Area Chamber of Commerce would like to see more service in North Casper (north of I-25).

### 3.5 Stakeholder Roundtables

To follow up on responses received from stakeholders via the survey, we offered three stakeholder roundtable sessions to facilitate further discussion. Each stakeholder that responded to the survey was contacted to invite them to participate in a roundtable. Two virtual sessions (via Zoom) and one in-person session were scheduled.

- Session #1: December 9, 2020, 9:00-10:30 a.m. (in-person; no attendees).
- Session #2: December 10, 2020, 8:00-9:30 a.m. (virtual; six attendees).
- Session #3: December 10, 2020, 10:00-11:30 a.m. (virtual; five attendees).

None of the stakeholders were interested in the in-person sessions, so all roundtables were held virtually. The following organizations were represented at the stakeholder roundtables:

- Casper Chamber of Commerce,
- Casper Family YMCA,
- Casper Senior Center,
- Natrona County Library,
- PFLAG,
- Visit Casper, and
- Wyoming Independent Living Resources.



### 3.6 Community Workshops and Presentations

A series of in-person workshops were held in Casper, Evansville, and Mills on December 9, 10, and 11, 2021.

- Wednesday, December 9
  - 1:00 pm – 2:30 pm, Casper Recreation Center
  - 4:00 pm – 5:30 pm, Evansville Community Center
- Thursday, December 10
  - 1:00 pm – 2:30 pm, Casper City Hall
  - 4:00 pm – 5:30 pm, Casper City Hall
- Friday, December 11
  - 9:00 am – 10:30 am, Mills Senior Center

The workshops included a presentation that reviewed the project purpose; outlined preliminary results from the customer, stakeholder, and community surveys; and offered preliminary service recommendations based on existing conditions, staff input, and community and stakeholder feedback up to that point.

Initial workshops were promoted via social media, notices onboard all transit vehicles, media release, and a flyer.

A second workshop was held virtually on March 22, 2021, from 6:00 pm to 7:00 pm. The workshop was held at City Hall via Microsoft Teams. Opportunities for live viewing included through Teams, on Casper television channel 192, and live-streamed on the City's YouTube channel. Questions to be addressed during the workshop could be submitted through Teams chat, on the MPO's Facebook page, or via email.

The workshop presentation included a recap of prior community input and provided additional detail about the list of recommendations. Nineteen attendees were reported. Multiple questions were received during the workshop and were answered live. The workshop was recorded for later viewing as well.

The second workshop was promoted via social media, notices onboard all transit vehicles, media release, email blasts, a slide for display on Channel 192, and a newspaper advertisement.

Questions addressed during the meeting included the following:

**Q: How does Casper compare to other cities of similar size regarding the transfers of riders?**

A: Based on the rider survey we noted a relatively high incidence of bus-to-bus transfers. That is, a greater number of riders indicated making a transfer or connection in order to complete the surveyed trip.

The need to make a transfer is often perceived as a barrier to the use of public transit (in contrast to driving a personal vehicle). The incidence of transfer we observed in the Casper area is higher than that noted for comparably sized transit programs for which Moore & Associates has consulted across the past several years.



**Q: What other communities of similar size have travel trainers?**

A: Travel training, as a mobility-enhancing strategy, has become increasingly commonplace, especially for medium to large transit programs. While you're likely to find such a program in Denver or Salt Lake, travel training is now also in place in an increasing number of small to medium-size programs, especially for programs that serve significant numbers of seniors and/or persons with disabilities. Effective travel training serves to mitigate the barrier of the "unknown," assisting new or infrequent transit users to increase their comfort levels (and often that of their family members and/or caregivers).

**Q: In a previous workshop there was discussion of looking at the value to the community of moving to a fare-free model. It was then indicated you guys would look into that. What were the findings of looking into that?**

A: I believe that question or idea was raised during one of the virtual community workshops held in December 2020.

To advance a fare-free model, some form of replacement funding needs to be identified and secured in order to offset the loss of potential fare revenue.

Based on the rider survey, the payment of a fare was not perceived as an impediment or barrier to transit use by the core ridership. As such, it may be more advantageous for the MPO to maintain the current fare policy and leverage this revenue to secure additional funding to continue to make future improvements to the program or service.

**Q: With respect to transportation informational materials not being user friendly, what sort of improvements should we make?**

A: Some initial impressions: The current transit brochure covers all six routes. That's a lot of information presented in a relatively small format. The current brochure includes a map that is not "to scale," nor does it indicate the location of key activity centers such as retail, healthcare, public buildings, etc.

While there would likely be an additional cost associated with the design and production of individual route-specific brochures, we believe the anticipated benefits could outweigh the additional cost. We also recommend opting for a larger system map, one which is presented "to scale," and brochures that are color-coded to the individual route.

**Q: Have we studied a rideshare program like they do in other small cities (i.e., Fargo, ND)?**

A: When we talk about "rideshare," it is important that we are defining the term in the same way. For example, when I refer to rideshare, I'm referring to an alternative to the single-occupied vehicle, often utilized as a means of home-to-work commuting, typically involving significant travel distance. As defined here, "rideshare" has not been a focus or objective of the current project. Rather, the five-year Transit Strategic Development Plan's objectives include practical strategies for increasing year-over-year transit ridership as well as tactics for expanding transit's historic customer base throughout the Casper area.

With that said, we have also looked at cost-effective tactics for meeting the mobility or transportation needs of social service organizations and their respective clientele (many of whom historically have had limited transportation options). Among the ideas being discussed are volunteer driver programs, directly



operated transportation services (by social service organizations), and potentially “shared capacity” so as to enhance the operating efficiency of non-transit services.

**Q: Everyone knows the Dial-A-Ride as CATC. Would it cause more of an issue if we changed the name, and how long would it take for people to accept the new name? For example, the DFS used to be called DPASS, and it took almost 20 years for people to accept it.**

A: It is difficult to provide a firm estimate as there can be many factors which affect the outcome. However, I can say with confidence that well-executed branding (accompanied by impact-driven marketing and outreach) will result in not only an initial “buzz” but also increased brand/service awareness, clarity of service purpose, and increased positive association.

While rebranding may not (ultimately) be identified as one of the top priorities, it should remain on the recommendations list as the current branding is both tired and potentially confusing.

New branding is not a substitute to addressing some of the operational items being recommended. However, given this project includes a multi-year marketing plan, we believe it is (also) an appropriate time to consider rebranding given the Plan also includes fleet replacement in the not-too-distant future. It is easier (and less costly) to purchase vehicles that are already branded than to take delivery and then pay to have them branded.

**Q: Are there grants available to pay for travel training?**

A: Yes, there are. There are not only grants available from and for the public sector, we have also been able at times to secure funding support from organizations throughout the community. This can include healthcare providers, educational institutions, private employers/businesses, and social service organizations. One caveat being the clientele that are associated with such entities would have access to the mobility or travel training.

**Q: Do other communities our size that have central transfer points allow transfers to any other bus or some kind of hybrid?**

A: With respect to public transit service delivery, there are two primary models: hub-and-spoke and point-to-point. The Casper area model is chiefly a hub-and-spoke approach. In other words, riders travel to a central transfer point, transfer to a connecting vehicle, and continue onward to complete their trip. By contrast, the point-to-point service model typically features a lower incidence of transfer.

The hub-and-spoke approach is generally perceived as a lower cost model, and is particularly well suited for a community with relatively low density and greater distances between activity centers (aka trip generators).

There are many differing approaches to transfer policies. The most common approach includes issuance of a (free or reduced-cost) transfer at time of boarding or fare payment. This transfer allows the rider to complete her/his trip in a single-direction (i.e., not as a round trip). The transfer is typically valid for a limited time period (say, 60 minutes from issuance).



**Q: Can you go into more detail about the recommendation to expand weekend service? How high of a priority is that and when can we expect to see a Sunday service?**

A: Let's talk about Sunday service first. Whenever you have a transit program or service which does not operate on Sunday, and you ask riders what service improvement they would most like to see, it is very common for people to respond, "Sunday service." Which is not surprising because that's something not (currently) being provided. However, based on our (public transit consulting) experience across the past 30 years, even among high ridership transit programs (typically found in large urban areas), Sunday ridership is almost always lower than Saturday ridership which in turn, is historically lower than weekday ridership.

If the MPO decides to provide Sunday service it would need to provide a level of service (at least) equal to that provided on Saturday, knowing from the get-go that it is very likely many fewer people would ride. So the per ride cost would be higher, and the likelihood of future unit cost reduction would be limited.

Now compare the cost of introducing Sunday service to potentially increasing or expanding weekday evening service, a request which has been identified multiple times across the past several years. Having a transit service which stops running at 6:00 pm on weekday evenings presents a number of challenges. Perhaps most importantly the current transit service delivery model is not a viable travel alternative for persons working during evening and/or night times. Operating until at least 8:00 pm or 9:00 pm (at least Monday through Friday) could result in a significant increase in ridership because then transit would appeal to a much larger share of Casper area residents.

So, if the MPO wishes to consider service recommendations with a potentially high ROI (Return on Investment), we believe extending evening service on weekdays would rise to the top versus introducing an entirely new service on Sunday.

**Q: What about service out to the airport?**

A: The project report includes options to provide some level of transit service linking the Casper downtown area with the airport at least on a trial basis.

**Q: Are there any plans to expand or enhance service to Casper College?**

A: Yes, the MPO is always seeking effective ways of providing more transit service to and around the College. The College has been an important source of transit ridership. And we expect discussions between the MPO and the College will continue once "normal" attendance patterns return.



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## Chapter 4 | Transit Needs Assessment

A transit needs assessment was conducted based on input from City and MPO staff, CATC staff and the CATC Board, stakeholders, and members of the community. A summary of the transit needs identified during this process is presented below.

- Service information is difficult to use.
  - Maps on service brochures are a linear “subway” style and do not give an accurate sense of where they travel or how far it is between stops.
  - Transit website is not well organized and can be confusing.
  - Having every stop a time-point can impact on-time performance.
- There are very few bus stop amenities.
  - There are only five bus shelters in the entire The Bus system.
  - Information at the bus stop is minimal.
- There is no service after 6:30 p.m. on weekdays.
  - Workers with “non-traditional” schedules (i.e., service industry) cannot use public transportation to travel both to and from their workplace.
- There is limited service on Saturday.
  - Workers with “non-traditional” schedules (i.e., service industry) have even less opportunity to use public transportation if they work on Saturdays due to reduced service times on the Casper routes.
  - Purple and Orange routes do not operate at all on Saturday.
- There is no service on Sunday.
- There is no service to the Casper-Natrona County International Airport.
- Riders traveling on the Green Route who wish to continue traveling to Walmart West or Mills must transfer to the Yellow or Purple routes downtown, as no connection is available at Smith’s.
- Riders traveling on the Red Route must transfer to the Blue Route downtown, as no connection is available at Eastridge Mall.
- There is no current Yellow Route stop at the location of the new State Office Building (currently under construction on West Collins Drive, across from the Natrona County High School football stadium).
- There is a need for more contactless fare payment options due to the COVID-19 pandemic.
- The Bus does not offer real-time service information.
- All dispatching activities take place at the CATC office and cannot be conducted remotely, which is a concern if the office needs to be shut down (for example, in response to a COVID-19 case among staff).
- The VA Clinic relocated to a site on the east side of Casper that is outside either the fixed-route or demand-response service areas and is no longer served by transit.
- There needs to be an advisory committee made up of representatives from various social service organizations.



## 4.1 Fare Policy Peer Review

As part of the needs assessment, we conducted a review of fares charged by like-peers in Wyoming.

Exhibit 4.1.1 Local Fixed-Route Fare Comparison

Transit service	Base fare	Reduced fare	Free fare	Route deviations	Transfers
The Bus (Casper, WY)	\$1.00	Students: \$0.75 Seniors/persons with disabilities: \$0.50	Children 5 and under	General public: \$2.00 Reduced: \$1.00	Free (at transfer centers)
Cheyenne Transit (Cheyenne, WY)	\$1.50	Students: \$1.25 Seniors: \$1.50	Children 5 and under		Free
The STAR (Rock Springs, WY)	\$1.00	Additional children under 10: \$.50	Seniors, up to 2 children under 10		
South Teton Area Transit (Jackson, WY)			General public		
Wind River Transportation Authority	\$1.00			\$2.00	
Goose Creek Transit (Sheridan, WY)	\$4.00	Senior: \$2.50			

Exhibit 4.1.2 Dial-A-Ride/Paratransit Fare Comparison

Transit service	Base fare	Reduced fare	Free fare	Transfers
The Bus (Casper, WY)	\$5.00	Senior/disabled: \$2.00		
Cheyenne Transit (Cheyenne, WY)	ADA only & companion \$3.00	Children under 5: \$1.00	PCA	
The STAR (Rock Springs, WY)	\$2.00	Each additional child: \$1.00	Seniors 60+, up to 2 children under 10	To fixed-route: free To DAR: \$1.00
South Teton Area Transit (Jackson, WY)	Local: free Expanded area: \$3.00			
Wind River Transportation Authority	Based on mileage and time			
Goose Creek Transit (Sheridan, WY)	\$4.00 (local) \$10.00 (expanded area)	Senior: \$2.50 (local) Senior: \$7.50 (expanded area)		



## Chapter 5 | Service Recommendations

This section presents a series of recommendations designed to address service-related transit needs, many of which were identified in Section 4. (Administrative and funding recommendations are discussed in Section 6.)

### 1. Reduce the number of published schedule time-points.

At the time of the preparation of the 5-Year Transit Strategic Development Plan there were six routes and 125 bus stops. Every bus stop was considered a schedule time-point and therefore listed in the published service schedule/timetable. When compared with similar size transit services, this is an unusual practice. Classifying every bus stop as a schedule time-point impacts on-time performance, vehicle recovery time (i.e., the time a vehicle “sits” at the end of the line before departing on the next run), and capital costs (i.e., it costs more to equip and maintain 125 bus stops than, say, 90 bus stops). Lastly, given the operating policy wherein a driver/vehicle is directed to never depart a time-point prior to the schedule time, vehicles were frequently observed sitting at a given bus stop “killing” time.

Ideally, schedule time-points should be spread relatively evenly across a given route. They should also be tied to key locations (i.e., trip generators). Doing so reduces the number of stops at which drivers must wait (if early) and enables the route to recapture some time if running slightly behind.

Utilizing the data from the project ride check, we recommend the City/MPO identify 10 to 15 locations on each route as potential schedule time-points and list said time-points within future transit service informational materials. Based on our experience we believe the majority of transit riders will quickly come to understand the new schedule policy, and successfully estimate when a bus will arrive at a given bus stop. This process would be further expedited should the City/MPO elect to move forward with the recommended predictive arrival app (see recommendation number 4 in Chapter 6).

### 2. Implement service to the airport on a trial basis.

Desire for some form of public transportation service to/from the Casper-Natrona County International Airport was revealed through the various surveys conducted in support of the Five-Year Transit Strategic Development Plan, including from the airport itself. At present, persons arriving or departing the airport have three practical transport options: 1) drive or ride in a personal vehicle; 2) engage a taxi, shuttle, or other hired transportation; and 3) rent a car.

Many communities, large and small alike, provide some form of public transport to their respective community airport. Beyond the obvious mobility aspect, these communities realize the

promotional value which the connecting service can play in attracting visitors and business activities.



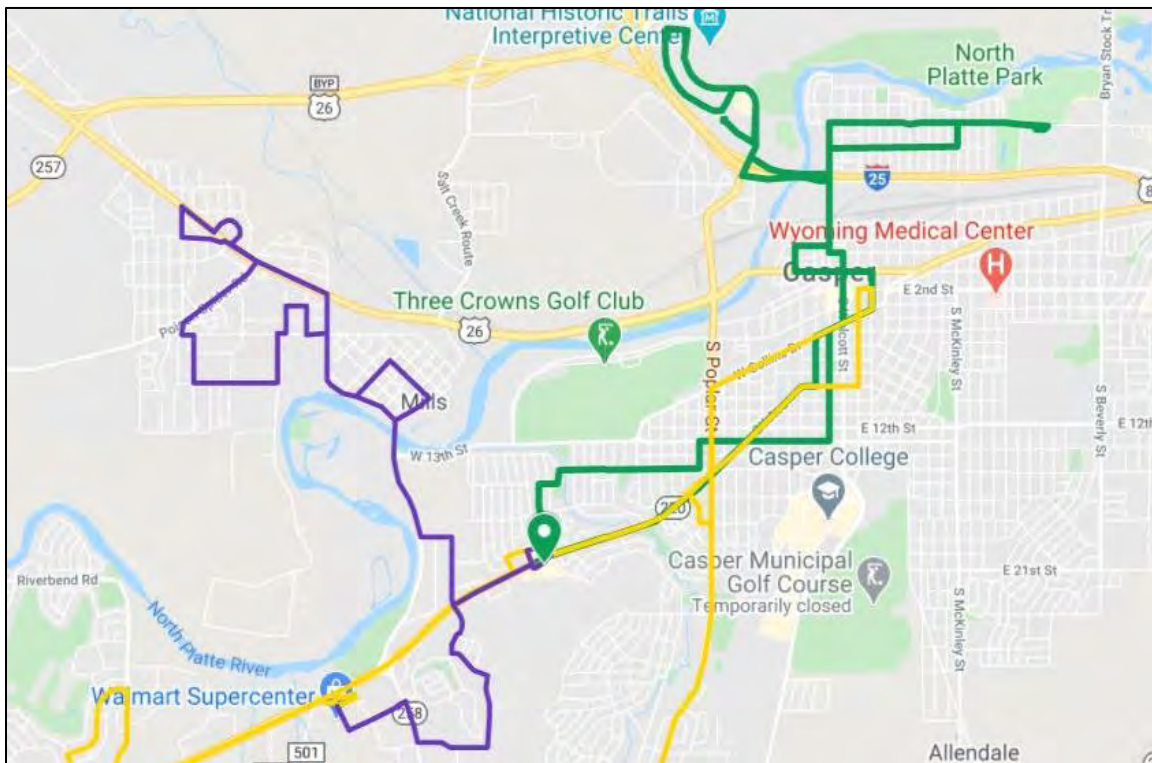
Given the absence of definitive ridership demand forecasts, we recommend the City/MPO approach this service enhancement on a trial basis (90 to 120 days), and start with an on-demand model instead of the more traditional fixed-route/scheduled service. Should the City/MPO elect to introduce this community mobility enhancement, we also recommend appropriate supporting marketing/promotional activities to raise awareness of the service. This would include outreach to the local community as well as potentially at the points of origin of the flights serving Casper (currently Denver and Salt Lake City).

**3. Designate Smith’s as a time-transfer location.**

At the time of this report’s preparation, the Yellow and Purple routes served the Smith’s shopping center (State Route 220/CY Avenue and W. Coffman Avenue). Additionally, the Green route terminated at Kit Carson Ave/Fleetwood Place, which is within very close proximity to the Smith’s Center.

Prior to the most recent service change, the Green Route did connect with the Yellow and Purple routes at Smith’s. This change was intended to improve on-time performance of the route by removing several stops and shortening the route slightly.

Exhibit 5.1 Smith’s Transfer Location



Once again extending the Green Route to Smith’s and creating a schedule to support timed-transfers between the three routes (Purple, Yellow, Green) will streamline travel opportunities for many riders as well as enhance the attractiveness of public transit as a travel alternative for a



portion of the Casper community. Some minor adjustments to the route and/or stops may need to be made to ensure the route can operate on schedule.

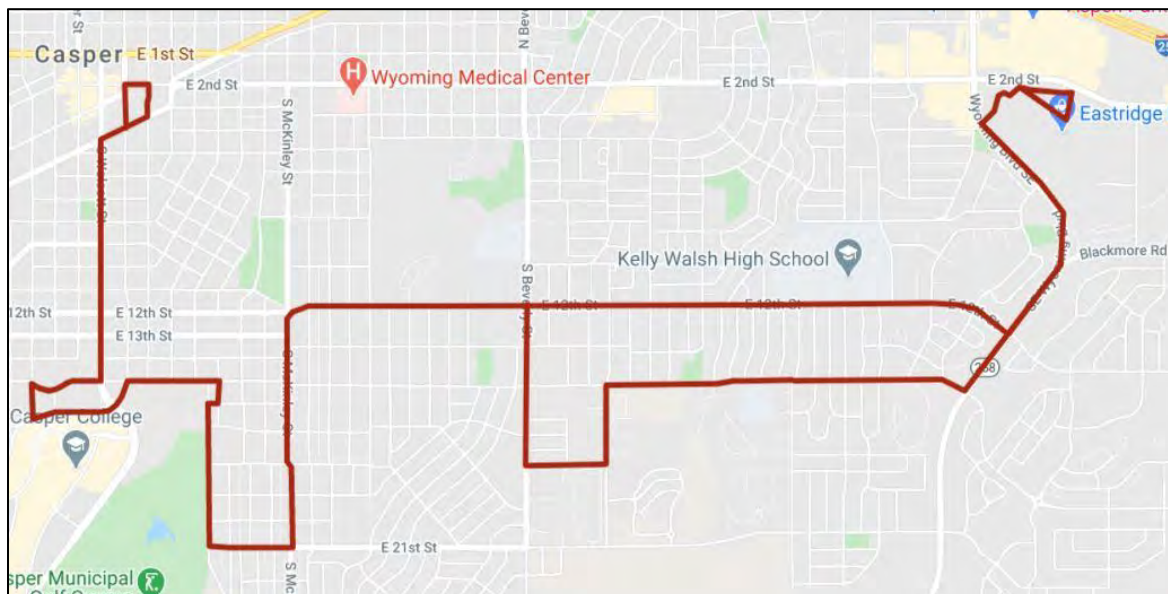
Implementation of this recommendation is contingent upon coordination with/approval by Smith’s Corporate Office, given the existing bus stop is located in the Smith’s parking lot. Smith’s would need to agree to future inclusion of signage and a bus shelter at the stop location.

#### 4. Extend Red Route to the Eastridge Mall.

At present, The Bus utilizes a combination of one central transfer point the Downtown Transfer Center (DTC) and a series of “informal” transfer locations (e.g., Eastridge Mall, Walmart West, Smith’s). This “combined” approach is beneficial to The Bus riders as it eliminates the need to travel all the way to the downtown facility in order to make some bus-to-bus connections. (Note: At the time of the TSDP preparation 40.8 percent of surveyed riders indicated making at least one transfer in order to complete the surveyed ride.)

At present, the Red Route’s eastern terminus is East 15th Street/Bretton Drive near the Quail Run Apartments. Upon reaching this location, the bus turns around and retraces its path back to the DTC. To facilitate connections with the Blue and Orange Routes, we recommend extending the Red Route to the Eastridge Mall (stop located at Bed, Bath, and Beyond). Rather than turning south on Bretton Drive, it would continue east to SE Wyoming Blvd (State Route 258), travel north to Eastridge Mall, serve the bus stop via the mall roads, then return to the original route via SE Wyoming Blvd and East 15th Street.

Exhibit 5.2 Extended Red Route



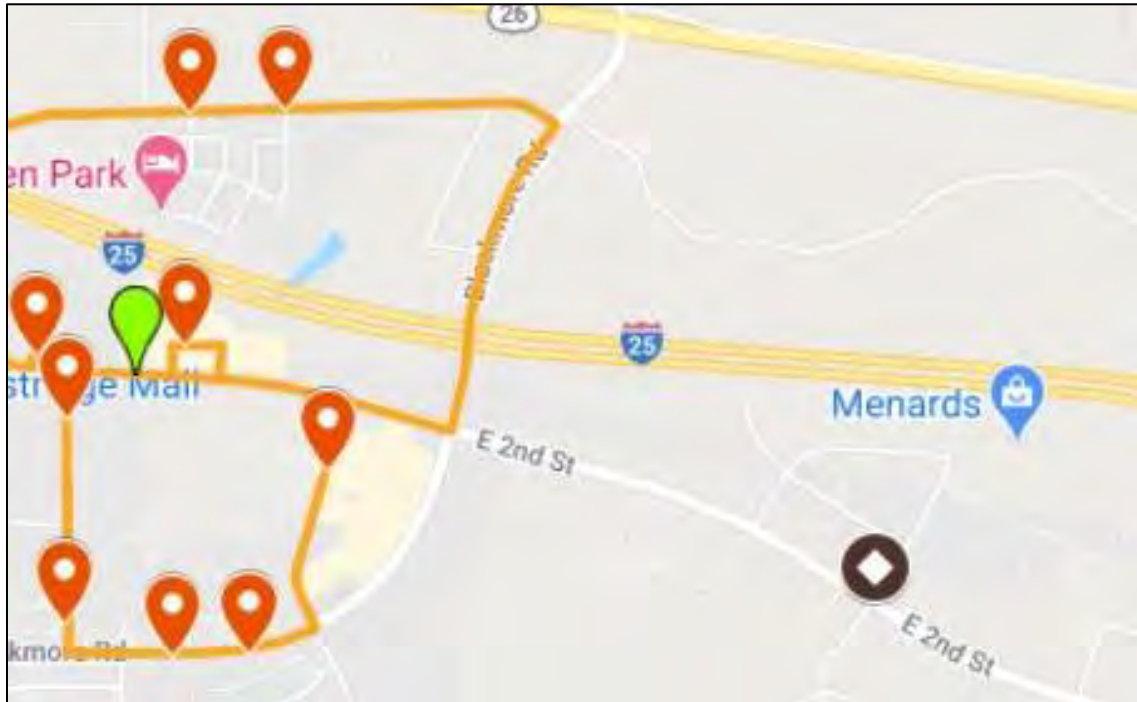
Implementation of this recommendation would require retiming of the Red Route. However, we believe rider access to the Mall as well as connections with the Blue and Orange Routes represent important benefits.



**5. Work with the Casper VA Clinic to identify mobility options for its clientele.**

Transit access to the VA Clinic was impacted by the clinic's relocation to 6000 East Second Street, a location not currently within reasonable walking distance of a fixed-route bus stop. The nearest Orange Route stop is located at Kohl's, which is more than a mile from the VA Clinic. This is particularly problematic given one of the reasons for the clinic relocation was the availability of a larger facility, which in turn is expected to support increased client visit activity.

Exhibit 5.3 Location of Casper VA Clinic



Starting in early 2021, MPO staff has been in discussion with representatives of the VA Clinic to assess likely demand for fixed-route service patronage, and to identify other mobility options which may more effectively address the specific mobility needs of persons visiting the clinic to access healthcare services.

Although the initial focus was the VA Clinic, over time these discussions have expanded to include other employers, businesses, and community organizations located in East Casper.



**6. Establish a bus stop near the Wyoming Rescue Mission.**

Information gathered through the various community engagement activities revealed appreciable actual as well as latent demand for transit service by individuals associated with the Wyoming Rescue Mission. The Mission, located at 230 North Park Street, is approximately one-third mile from the nearest Green Route stop (North Wolcott Street and East A Street) as well as the Downtown Transfer Center.

As such the consultant recommends the MPO establish a bus stop on Park Street in close proximity to the Wyoming Rescue Mission. Given the anticipated activity level for said stop, the consultant recommends installation of bus stop amenities including signage, bench, shelter, and appropriate lighting.

**7. Develop trial program for TNC ride subsidy (weekday evenings and/or Saturday service.)**

The desire for extended weekday evening service as well as additional weekend service was revealed through the community stakeholder survey, onboard/customer survey, and community workshops.

An increasing number of public transit providers nationwide have begun collaborating with Transportation Network Companies (TNCs) such as Uber and Lyft to address historic “first and last mile” transit accessibility challenges. In many instances a transit provider will define a coverage area, and then agree to a ride subsidy, with the TNC customer responsible for the difference between the ride subsidy and the actual ride cost.

TNC customers typically fall into one of two groups: 1) persons using the TNC to connect with public transit, and 2) persons making a TNC ride in lieu of a transit ride. Both of these scenarios are relevant to the Casper area. In the first, The Bus has a limited route network/coverage area, and there are many portions of the Casper area that lie beyond reasonable walking distance of a transit route. In the second, the fixed-route service does not provide evening/night service. Further, fixed-route service is reduced on Saturday. (No Sunday service.) Partnering with local TNC operators (e.g., Uber, Lyft, or taxi companies) could address the absence of transit service during evening/night hours as well as limited weekend service. (Note: The consultant does not recommend the City/MPO introduce Sunday service initially as demand for extended weekday service exceeds that of Sunday.)

Should the City/MPO decide to implement some form of TNC ride subsidy, the consultant recommends starting by “geofencing” a defined service area and not attempting to cover the entire Casper metro area during the initial phase. Subsequent steps would likely include 1) negotiation of the ride subsidy, 2) defining the ride subsidy days/hours, and 3) setting a limit on the number of subsidized rides any one individual may be eligible for in a given calendar month.

Moore & Associates also recommends the City/MPO discuss this service alternative with Wyoming DOT to determine if The Bus would be “credited” for the total rides provided (subsidized) as well as total Vehicle Miles Traveled (VMT). Lastly, the consultant team’s experience



creating and/or administering successful TNC partnerships provides a trio of “lessons learned.” First, approach this service alternative as a trial or demonstration project (i.e., 90 days). Second, set a reasonable not-to-exceed program budget up front. In other words, the City/MPO will allocate up to X dollars in transit funding to provide Y rides across Z time. While it may appear obvious, the cost of total ride subsidies should not be allowed to exceed the cost of providing comparable (additional) transit service. Third, objectively monitor the TNC partnership to determine if it is serving as a complement to transit service or as a substitute for transit service.





## Chapter 6 | Administrative and Funding Recommendations

Chapter 5 included a series of service recommendations arising from the transit needs analysis. Chapter 6 addresses administrative, policy, and funding recommendations designed to benefit the City of Casper's transit program. Recommendations are not presented in hierarchical order.

### 1. Redesign transit service informational materials.

Based on the consultant's evaluation of the current transit service information materials, we recommend design and production of route-specific service brochures, a system map, and a stand-alone paratransit (dial-a-ride) service brochure. One of the key benefits of route-specific service brochures is avoiding the need to print "all new" brochures should the City/MPO implement a service change to a single route/service.

Each service brochure should include a schedule or timetable, accurate (to-scale) route map, fare information, basic service details (i.e., service hours, service holidays, rider code of conduct), and effective date. We recommend employing a three-panel (8.5 x 11-inch) format to facilitate printing in-house. As a cost saving measure, we recommend two-color printing (i.e., basic black and accent color reflective of the route color/identifier). The final design and color selection would comply with ADA guidance specific to visually impaired persons.

The consultant recommends any redesign of service information materials also include their distribution. To accomplish this, the consultant recommends the City/MPO compile a distribution database to include public buildings, schools, medical/healthcare centers, senior/community centers, and social service organizations. Distribution locations should be monitored on a quarterly basis to ensure an adequate supply of transit information materials remains available.

### 2. Implement a Marketing Plan.

Preparation of an 18-month Transit Marketing Plan is included in the Scope of Work of the Five-Year Transit Strategic Development Plan. The cornerstone goal of the Marketing Plan is to identify marketing, advertising, public communications, and community engagement activities most likely to offer the greatest "return on investment." Specific objectives of the Plan include increased ridership, increased fare revenue, and increased community awareness of and support for the City/MPO's public transit program.

Implementation of the Marketing Plan can be done by City/MPO staff or through a contractual arrangement with a qualified consultant. We recommend the latter approach at least for the first year as the number and scope of recommended activities would likely exceed the capability of current City/MPO staff.

The Marketing Plan will present proposed activities using phased approach. In other words, here are the five activities we recommend the City/MPO undertake in the first six months, here are the five activities recommended for the next six months, etc.



In terms of budget, we recommend the City/MPO allocate no less than three percent of the total transit operating budget to marketing in Year One. This is important given the potential scope of the recommended activities (e.g., new service identity, all new service materials, desire to regain ridership loss associated with the COVID-19 pandemic). In future years, we recommend allocating 1.5 to 2.0 percent of the total operating budget to marketing. While public transit is not a profit-driven service, it is reasonable to expect a quantifiable “return on investment” for the expenditure of public funds.

### **3. Redesign the Transit website.**

For a variety of reasons, we recommend the City/MPO assume responsibility for the ownership and maintenance of the Transit website.

Based on our review of the current website as well as the consultant’s 30-year transit specialization, we believe the current website needs to be completely redesigned to make it more user-friendly as well as easier to navigate. A new Transit website, with a unique, easy-to-remember URL, should be designed and (also) maintained through links from the City’s main/primary website.

In contrast to the current site, the proposed version should reflect the new service identity or branding, feature individual route or service pages wherein schedule/timetable and to-scale route maps are presented together (as well as downloadable versions of the route-specific service brochures), inclusion of real-time vehicle location information (should the City/MPO decide to pursue this important customer amenity), rider behavior protocols, fare information, (potentially) online fare sales, and a customer comment/feedback mechanism.

### **4. Implement real-time bus arrival app.**

Knowing when the bus will arrive at a given stop is a very important information feature for any public transit service. Not only can it reduce the volume of customer calls/queries, it can also lead to increased customer satisfaction while also improving on-time performance monitoring.

The largest investment required to realize implementation of this recommendation is the purchase and installation of Automatic Vehicle Location (AVL) hardware or equipment on each of the fixed-route vehicles. This must be completed before any real-time customer application can be introduced. Once the AVL hardware is in place, the City/MPO can enter into an agreement with an app vendor that will synchronize the AVL data with a General Transit Feed Specifications (GTFS) feed. Ultimately the consultant recommends the City/MPO also submit the transit feed data to Google to allow access by transit customers.

While there may be a benefit to equipping the paratransit fleet with AVL technology, the consultant recommends the City/MPO focus on the fixed-route fleet (at least initially).



**5. Create/implement ongoing Travel Training program.**

The community stakeholder survey (and to a lesser extent the community at-large survey) revealed an overall lack of awareness regarding the specifics of the City/MPO's public transit service. For example, service days and hours, ride request process for dial-a-ride, location of nearest bus stops, etc. While implementation of the recommendation regarding redesign, production, and distribution of new service information materials will help mitigate some of these awareness/information gaps, Moore & Associates believes many social service organizations' clientele warrant an additional educational step: on-site mobility or travel training. This would involve a qualified MPO/City representative to visit social service locations throughout the transit service area to conduct short informational presentations, question/answer sessions, and "hands-on demonstrations" (e.g., how a wheelchair lift works, securing of mobility devices, how to pay for the transit ride, rider behavior protocol, etc.)

In conducting successful travel training activities across the past 20 years, our approach has included a "tool kit" of service materials, a supply of free-ride tickets, a short (large font) presentation/discussion guide, and question/comment cards (for attendees too shy to verbally ask questions). We recommend limiting the group size to 12 and capping the session duration at 75 minutes. Given the likely target of the proposed travel training sessions would be mobility-limited/disadvantaged individuals, having an actual dial-a-ride vehicle and a driver also attend has helped break through the unfamiliarity or hesitancy barrier.

Finally, we recommend (initially) conducting two sessions/month, preferably assigning the same "trainer" as there is a rhythm which will result following completion of the first few sessions.

**6. Create/implement monthly pass program (or other non-cash fare media).**

Based on the onboard survey (fixed-route/riders, 47.1 percent use the service at least four days in a typical week, and 25.1 percent paid for the surveyed ride using cash. Further, 62.8 percent of riders had an annual household income of less than 25,000 dollars (filtering out youth or student riders). Taken collectively this translates to a very high degree of transit-dependency among the fixed-route core ridership. Lastly, at the time of our service evaluation there was no transfer policy in place.

At the time of the study, monthly passes were available at the CATC office or through the mail, which takes approximately five days to fulfill. The general public pass was priced at \$30 per month, with a reduced-fare pass for seniors and persons with disabilities priced at \$15. Students could obtain a monthly pass for \$25.

Expansion of non-cash fare media offers benefits to both the customer/rider and the service provider. For the rider, there is both convenience as well as (likely) savings. For the operator, non-cash fare media typically translates to increased customer loyalty, improved on-time performance (as a result of decreased rider boarding time), and reduced administrative burden (reduced time spent reconciling fare media, etc.). Expansion of fixed-route pass program could also reduce the



incidence of fare evasion. Lastly, transitioning to some form of contactless fare payment is increasingly important given concerns associated with the COVID-19 pandemic.

Given the technology limitations associated with the current transit fleet we recommend employing business-card size “tickets” which are color-coded by month. This approach would minimize the verification burden of driver staff, reduce the cost of fare media production, and allow the pass to be carried by the rider in a clear holder attached to a lanyard. While the City/MPO could potentially produce/print the fare media in-house, there are also a number of transit specialty printers available. Identifying other pass sales locations (even just city/town halls in the three communities) or implementing mobile ticketing would significantly expand access to the passes. The City/MPO may also wish to consider introducing other types of passes (such as a seven-day pass) if purchasing a full monthly pass is cost-prohibitive to many of its customers.

## **7. Adopt and implement a transfer policy.**

Through the onboard/rider survey conducted in support of the Transit Strategic Development Plan it was revealed that 40.8 percent of the riders surveyed indicated making a connection/transfer in order to complete the surveyed trip. At the time of the TSDP preparation, the City/MPO did not have a transit transfer policy. Given the relatively high incidence of transfer (as well as the relatively high level of transit-dependency exhibited by The Bus riders), the consultant recommends the City/MPO consider implementation of a bus-to-bus transfer policy, that is, not covering Dial-a-Ride-to-bus transfers.

Provision of a transfer program offers a variety of benefits including:

1. Positioning public transit as an attractive travel alternative for a larger share of the community,
2. Making travel by transit more affordable (particularly important given the reported annual household income of the profile fixed-route customer),
3. Improved on-time operation by reducing boarding time, and
4. Reduced administrative burden (i.e., reduction in cash fare reconciliation).

Typically, transfers either are provided at no cost (contingent upon payment of a fare) or at a reduced cost (i.e., less than the full price of a second ride). Transfers are typically limited to a single direction of travel (i.e., not to be used to complete a round trip) and for a specified effectivity period (i.e., 60 minutes). At the time of the study’s preparation, the fixed-route service allowed transfers at designated transfer hubs only. Customers receive a transfer token upon existing the bus and must use it immediately to board a new bus. This system works as long as buses only converge at transfer points and routes “pulse” at these locations (in other words, arrive and depart at the same time).

With a number of recommendations that would expand the points at which routes converge, we recommend introducing a more formal transfer policy that would issue a physical transfer identifying the date, time, route, and direction of the trip, which could then be used to continue



single-direction travel within a designated time period. This would be able to accommodate varying service times at transfer locations, especially if schedules do not allow routes to “pulse” at secondary transfer hubs.

Riders utilizing a monthly pass would not be subject to a new transfer policy given the pass, (as recommended would provide unlimited rides within a given calendar month. However, the City/MPO would need to issue some form of transfer/proof of fare payment for those riders paying a cash fare. Fortunately, there are a variety of “off-the shelf” printed transfers available for purchase.

**8. Upgrade dispatching software to support off-site dispatching.**

At the time of the consultant’s program/service evaluation, all dispatching activities were performed by contractor staff at the transit admin office. While this approach has likely proven to be adequate for many years, the impacts of the COVID-19 pandemic warrant reconsideration. Specifically, if the transit administrative offices became contaminated due to the COVID-19 virus as it currently stands, all dispatching activity would come to a halt. In other words, there is no back-up system in place to support/allow remote or off-site dispatching.

At a minimum, we recommend the City/MPO work with the current dispatch software vendor to establish a “cloud” account. We also recommend purchase of a backup desktop which can be set up at a remote location (with internet access) to support seamless dispatching should the need arise.

**9. Purchase/install Mobile Display Terminals in each vehicle.**

At the time of the 5-Year Transit Strategic Development Plan’s preparation, the MPO/City transit fleet utilized hand-held radios and simple “vault style” fareboxes. Through discussions with MPO staff, we have learned that a grant has recently been submitted to fund the purchase and installation of a Mobile Display Terminal (MDT) on each transit vehicle.

MDT’s offer a variety of benefits including enhanced data collection and reporting, and streamlined dispatch-driver communications.

**10. Implement Bus Stop Improvement Plan.**

As discussed further under Recommendation 16, the important role that quality, safe bus stops can play in the creation of a successful public transit program cannot be overstated. Simply put, bus stops are the “front door” of a community’s public transit service. They are an investment required to retain existing customers as well as attract new ones.

Based on various field observations, the current collection of 125 bus stops range from poor to fair. At a minimum, every bus stop should include a pole, bus stop sign, and basic service information (i.e., route identifier, transit information phone number, website URL, and predictive arrival app once available/in place). Each of the bus stops should be categorized based on average



daily activity level: low, medium, or high. “Low” activity bus stops warrant the basics (i.e., pole and sign). “Medium” activity stops get the basics plus a bench. “High” activity stops warrant the basics plus a shelter. Again, bus stop improvements should be viewed as an investment, not merely an expenditure.

Given the scope of this improvement, Moore & Associates recommends the City/MPO adopt a multi-year work plan wherein a target number of individual bus stops are addressed annually, so that across a period of 7 to 10 years the entire bus stop network is improved. There are often grants available to assist with such project, as well as participation (sponsorship) opportunities from local business, education, and community service organizations. Progress toward this goal should be tracked on a quarterly basis, and progress shared with both transit customers and the community at-large.

The Bus Stop Improvement Plan should also include improvements at the downtown Casper transit center. Two “immediate” needs come to mind: 1) improved and/or additional signage, and 2) access to/maintenance of a restroom for The Bus drivers.

#### **11. Develop a bus stop “adoption”/sponsorship program.**

Bus stops are the “front door” of a public transit service. If bus stops are perceived as unsafe, unfriendly, or uninviting, it becomes very difficult to attract new riders let alone retain existing ones. Based on the consultant field tour of The Bus service area/routes, we believe the majority of bus stops warrant improvement.

Effective bus stops come in a variety of “flavors”, ranging from a simple sign on a pole to a location featuring a bench, shelter, and lighting. As such, the “development” costs range from a few hundred dollars (e.g., pole and sign) to thousands of dollars (e.g., shelter and lighting). Further, in addition to initial costs, there typically is an ongoing maintenance or upkeep cost.

Enhanced bus stops serve as a magnet for ridership (and hence fare revenue) growth. Bus stops perceived as inviting/safe/visually-appealing translate to a perception of increased value in not only the minds of transit riders but also the community at-large. So how might Casper and its project/funding partners realize this benefit? One option would be to establish a mechanism whereby local businesses, employers, community service organizations, etc. can be enlisted to aid in bus stop upkeep. In exchange for such “sponsorship,” the City/MPO could install a small plaque recognizing the benefactor.

#### **12. Establish a Social Service Advisory Committee.**

The consultant team believes the most successful public transit programs are customer-centric. Unfortunately, based on the results of the onboard survey as well as the community stakeholder survey, it appears many transit riders are unable or unwilling to effectively communicate their current and/or future mobility needs. These rider groups typically include seniors, persons with disabilities, veterans, and/or low-income individuals. As such, this underscores the important



partner role which community social service organizations can play vis-à-vis the development of a successful public transit program. Further, the results of the community stakeholder survey indicate a willingness to learn more about the local public transit service as well as communicate the mobility needs and priorities of the various organizations' clientele.

Given the preceding, the consultant recommends the City/MPO initiate quarterly information-sharing sessions between MPO/transit staff and representatives of the social service community. We recommend such meetings follow a discussion agenda, that a "feature topic" or issue be used as a means for effective engagement, and that specific action items (for City/MPO/transit staff as well as social service organization representatives) be identified and agreed upon. To be effective, such meetings need to have a clearly defined purpose/agenda, there needs to be opportunity for open discussion, and progress towards the group's objectives need to be monitored and reported.

### **13. Rebrand the transit service.**

While the current transit branding is functional, many within the community perceived it as "tired" and not visually exciting. A new, visually appealing brand, coupled with a new look for the transit vehicles as well as bus stop signage would draw attention and serve to promote a new, refreshed transit service. Inclusion of the community in the process would likely strengthen community ownership of any new service identity.

Our proposal (for the overall Transit Strategic Development Plan) included creation of several branding concepts, as well as development of a preferred concept should the MPO decide to move forward with the recommended service rebranding. Also included in the project deliverables is a brand or style guide intended to support implementation as well as maintenance of the new service identity.

In Spring 2021, the MPO decided to assume responsibility for the overall management as well as day-to-day operation of the entire transit program. To support this transition, Moore & Associates created a series of branding options for MPO staff consideration. Ultimately three concept "finalists" were identified for the fixed-route service and three for the demand-response service.

Currently the new service branding is being incorporated into bus stop signage and all service materials (including the transit website).



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## Chapter 7 | Operations, Financial, and Capital Plans

### 7.1 Operations Plan

The Operations Plan prioritizes the recommendations presented in Chapters 5 and 6 into a three-phased plan for implementation. Phase 1 offers near-term recommendations, which should be implemented within the first year. Phase 2 includes mid-term recommendations, which should be implemented within one to three years. Finally, Phase 3 offers long-term recommendations, for implementation within three to five years.

#### Phase 1: Near-term (within 1 year)

##### 1. Update the transit marketing program.

Included in this planning effort is the development of a marketing plan. **Implementation of the marketing plan** is a key near-term activity. Enhancing the marketing of the transit program will help grow ridership while building community support for the service.

A second marketing activity to be undertaken in the near-term is **rebranding the transit service**. Several branding concepts were presented as part of Plan development and are presented as part of the marketing plan. Rebranding the transit service will help it identify more closely with Casper and provide an opportunity to tie the two modes more closely together. Branding of service information items and marketing collateral can be undertaken fairly quickly, while vehicle branding may need to be implemented incrementally as new vehicles are acquired.

As of Spring 2021, **rebranding of the transit fleet** has happened, based upon the consultant's designs and public input on artwork during the community engagement sessions.

A **redesign of transit service materials** should be implemented as part of the service rebranding. This includes preparation of new route and system maps (using the actual route network, not the "subway style" linear map used in the current brochure), preparation of individual route brochures, bus stop information, etc. During the redesign of the transit service materials, key time-points should be identified for each route for inclusion on the schedule. All stops would be identified on the route maps, but only time-points would have an associated time on the schedule. **Reducing the number of time-points** does not change service on the route itself, but both provides flexibility along the route and improves on-time performance by establishing timed service at only a handful of stops on each route.

Finally, a **redesign of the transit website** will provide user-friendly access to service information as well as eventually enable the integration of technologies such as real-time tracking/predictive arrival and online fare media purchases (if desired). This website should also be brought back into the City's IT Department, which would give the City control over the site.



## **2. Plan and identify funding for bus stop improvements.**

While there are three bus stop activities recommended in this Plan, only the first two are identified to be undertaken during Phase 1. The last is included under Phase 2. To clarify, for this recommendation “bus stop improvements” refers to street furniture, path of access, etc., and not service information posted at bus stops (which is part of the marketing recommendation).

The first activity in this recommendation is to develop a **bus stop improvement plan**. The plan should include a comprehensive inventory of all the bus stops in the system, including a description of what amenities are located at each (bench, shelter, lighting, trash receptacle, transit info, etc.) as well as which routes serve each stop. Once the inventory has been created, improvements should be prioritized based on condition and activity. Amenities which are damaged or worn should be prioritized for replacement, and high-activity stops should be prioritized for the addition of amenities. New stops that will be added as part of the service change in Phase 2 should also be included in the priority list.

In addition to the list, bus stop planning should include **development of an “adoption” or sponsorship program** for bus stops. Once stops have been inventoried and prioritized, potential sponsors can be approached regarding support for the development of nearby bus stops. Initial focus should be on bus stops located adjacent to entities that benefit from or serve transit customers. Program development should also include a mechanism to identify the sponsor of the bus stop (for example, a secondary sign installed below the bus stop sign reading “This stop sponsored by xxx”).

## **3. Establish Social Service Advisory Committee.**

Given the demographic profile of many transit customers, it is important to include social service agencies and other “gatekeepers” in regular planning for transit. As “gatekeepers,” these representatives often provide input on the needs of their clientele that may not be apparent otherwise. A common transit advisory body in some states, the Social Service Advisory Committee can offer insight into how the transit system can most effectively serve the community. This Plan recommends convening a committee comprised of representatives for the disabled, youth, senior, low-income, and homeless individuals. In addition, participation from representatives from healthcare, community services, and other similar entities will provide broad representation. We recommend the Committee meet at least quarterly.

## **4. Work with Casper VA Clinic to identify mobility options.**

The current fixed-route network does not service the new location of the Casper VA Clinic, and there is no plan to extend fixed-route service out to it at this time. (Though this may be a future consideration as the area becomes more built-out assuming there is demonstrated demand, and this option is included in Phase 2.) The City and MPO have already begun discussions with the VA Clinic about alternatives to transit service, including providing a postcard regarding how to use dial-a-ride to access the clinic.



## 5. Implement Travel Training program.

A formal Travel Training program would offer travel training sessions to groups throughout the community. This recommendation envisions several objectives in addition to teaching individual Dial-A-Ride customers how to use the service (current practice): 1) encourage non-riders to use transit, 2) build confidence in trip planning, and 3) transition dial-a-ride patrons to fixed-route for some trips. An initial goal should be conducting one or two travel training sessions per month, with five to ten participants per session.

Development of the program should include preparation of training materials to be used during the training sessions, identification of incentives (such as free-ride passes) to be distributed to participants, capacity to bring a vehicle to training sessions, and designation/preparation of travel trainers. At the time of Plan development, the contractor had four travel trainers that could assist with a travel training program, though City or MPO staff could also provide the training.

### Phase 2: Mid-term (1-3 years)

## 6. Implement technology to benefit both the system and its customers.

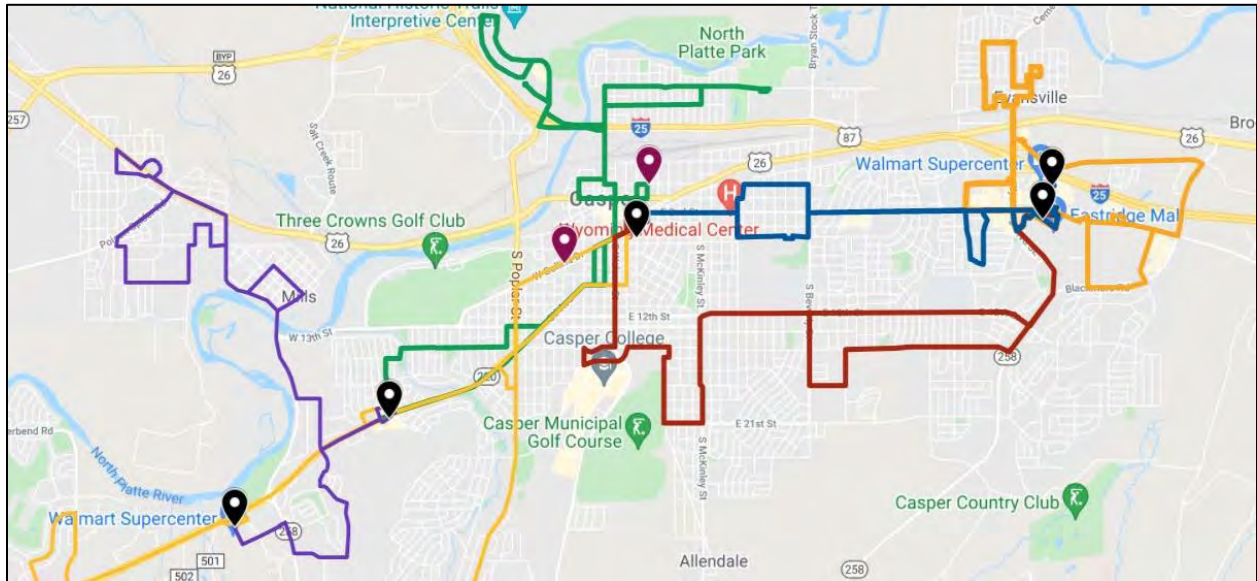
The MPO received a grant for and is in the process of preparing and issuing Requests for Proposals to support the technologies discussed in the Plan. These technologies include **a GPS/Automatic Vehicle Location (AVL) system** and **mobile data terminals (MDTs)/paratransit dispatch software**. Once these procurements are complete and the systems functioning, implementation of a **real-time predictive arrival app** can be undertaken. This Plan includes these technologies in the mid-term phase, even though funding has already been secured, as it may take some time to complete procurement, implementation, and testing. If implementation of the AVL system and MDTs can be accomplished within Phase 1, then the real-time predictive arrival app should be rolled out early in Phase 2.

## 7. Implement a service change that integrates the fixed-route service recommendations identified in Chapter 5.

The Phase 2 service change would implement a number of service changes that would add several bus stops, provide modest route alignment changes, and expand the number of transfer points. Most significantly, it would designate Smith's as a time-transfer location for the Green, Yellow, and Purple routes; extend the Red Route to the Eastridge Mall; extend the Green Route to serve the Wyoming Rescue Mission; potentially extend the Orange Route to the Casper VA Clinic; and add service to the new State Office Building via the Yellow and Green routes.



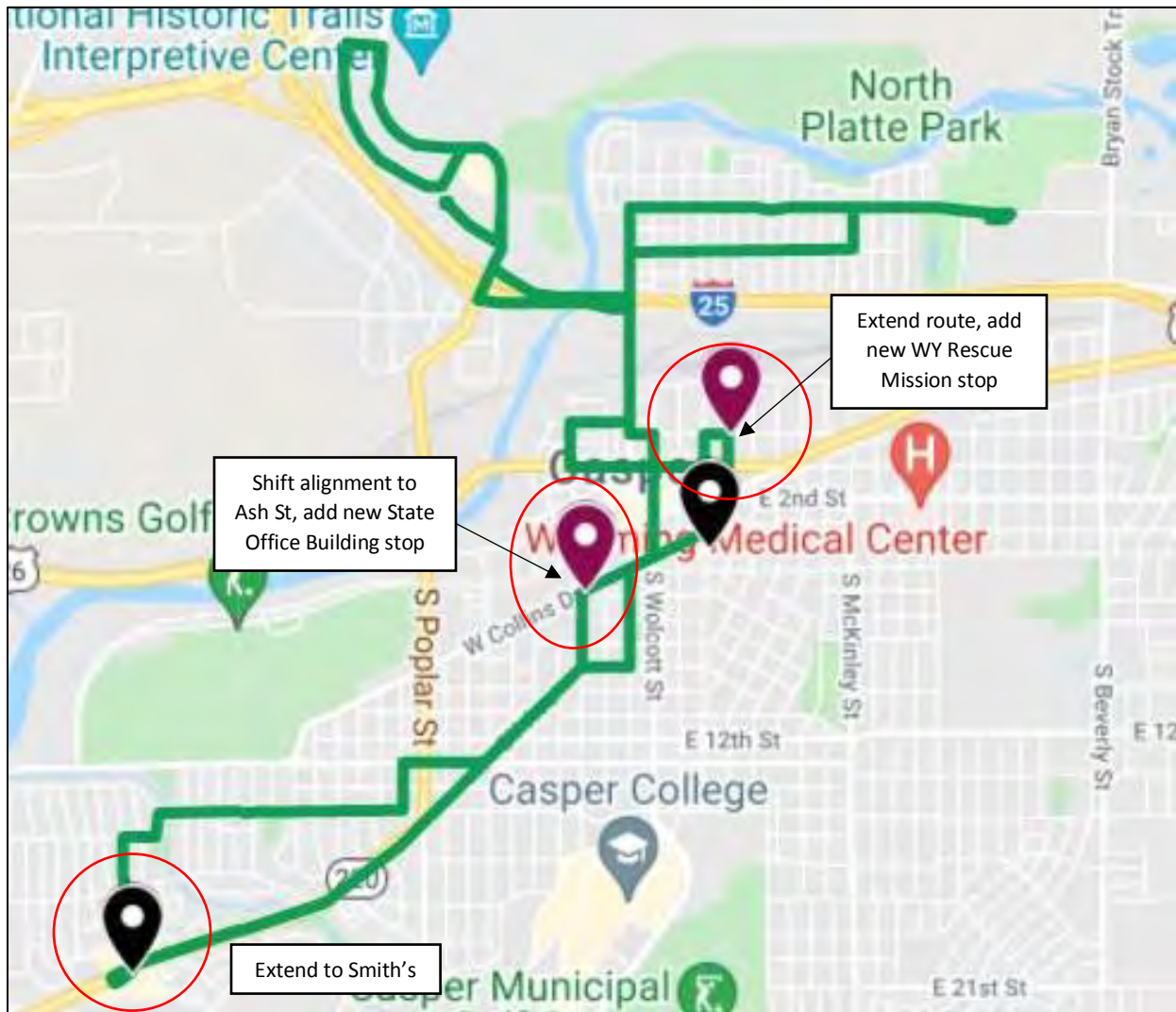
Exhibit 7.1.1 Service Change Route Map



The service change would include alignment revisions to three routes: Green, Red, and Orange. On the Green Route, the southbound alignment would move from David Street to Ash Street so that a stop serving the State Office Building can be added at Collins Drive and Ash Street. A loop would also be added going north on Beech Street, east on A Street, south on Kimball Street, and west on First Street (where it rejoins the current route) so that a stop can be added at A Street and Kimball Street to serve the Wyoming Rescue Mission. Finally, the western end of the Green Route would be adjusted to serve Smith’s (continue west on CY Avenue, south and east through the Smith’s parking lot, then east to Kit Carson to resume the route). Assuming an average speed of 14 miles per hour, this results in a headway of 58 minutes for the Green Route.



Exhibit 7.1.2 Revised Green Route



The change to the Red Route includes an extension to Eastridge Mall. Instead of turning south on Bretton Drive, the route would continue east on 12th Street, then go north on Wyoming Blvd to Eastridge Mall, return south via Wyoming Blvd, turn west on 15th Street, then resume the existing route at 15th Street and Bretton Drive. Assuming an average speed of 14 miles per hour, this results in a headway of 65 minutes for the Red Route.



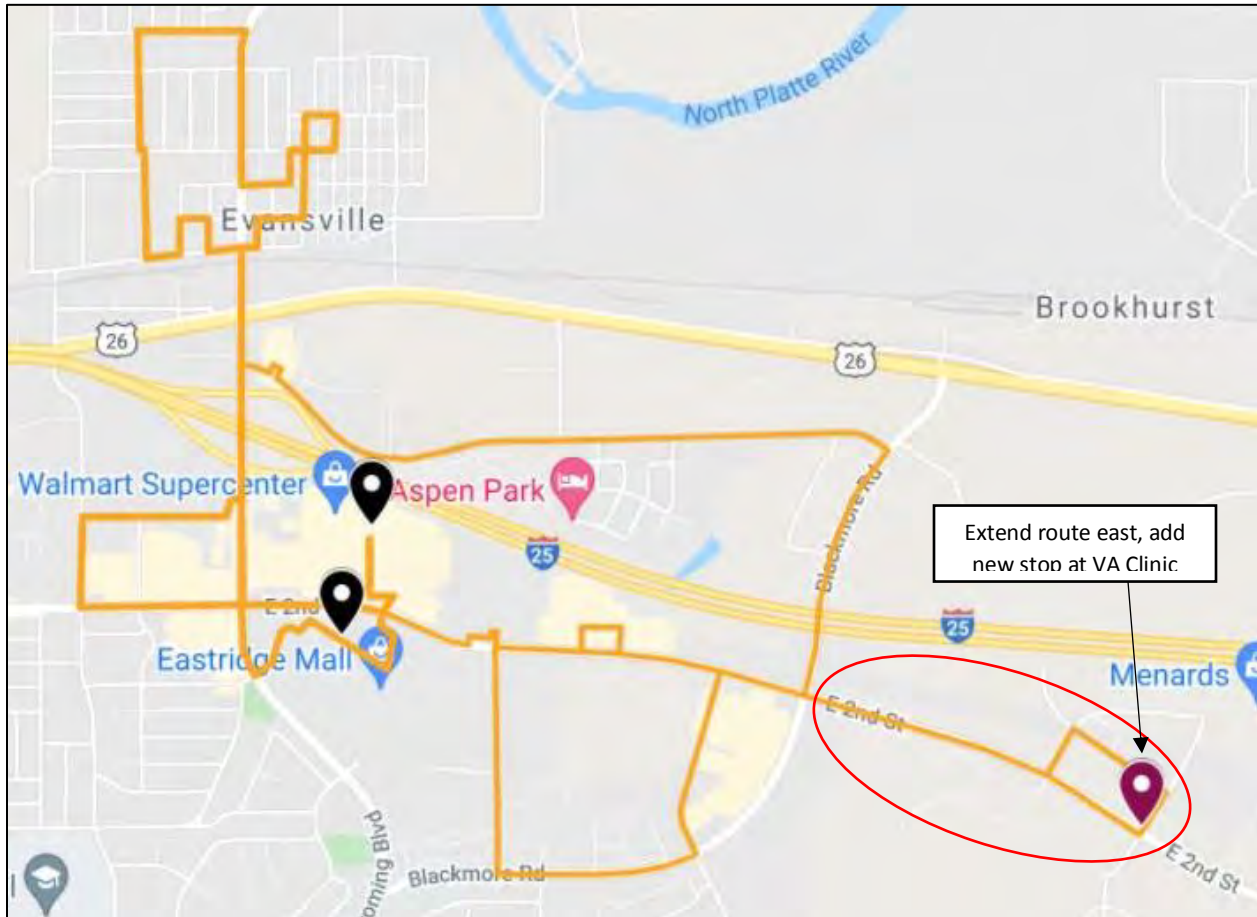
Exhibit 7.1.3 Revised Red Route



The change to the Orange Route alignment would be implemented only if it were determined that sufficient demand existed to expand the service eastward. While this route is largely funded by the Town of Evansville, it is the only route that operates close enough to extend this far east. Instead of turning west on Second Street after traveling south on Blackmore Road, the route would turn east toward the VA Clinic. The route will then turn north on Coliseum Way, west on Enterprise Drive, and south on Bentley Drive before going west on Second Street and resuming the route at Blackmore Road. Assuming an average speed of 14 miles per hour, this results in a headway of 55 minutes for the Orange Route.



Exhibit 7.1.4 Extension of Orange Route to VA Clinic

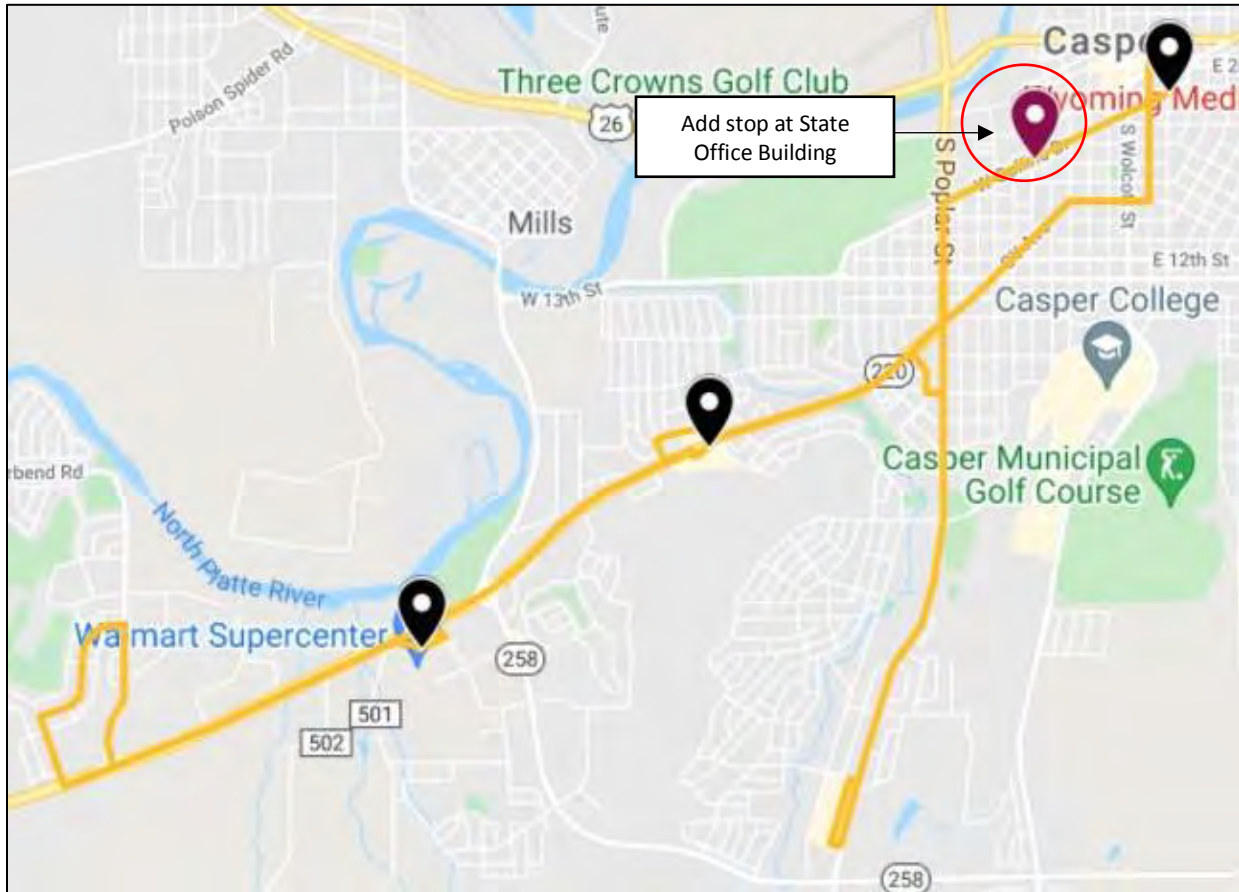


The revised transit network would include five primary transfer points and four secondary transfer points. The primary transfer points are the downtown transfer center (Red, Blue, Green, Yellow), Smith’s (Green, Yellow, Purple), Walmart West (Yellow, Purple), Walmart East (Blue, Orange), and Eastridge Mall (Blue, Red, Orange). The secondary transfer points are the State Office Building (Green, Yellow) (stops would be one block apart), 520 CY (First Christian Church) (Green, Yellow), 1076 CY (Albertsons) (Green, Yellow), and Kit Carson and Fleetwood (Green, Yellow, Purple).

This scenario also requires the addition of four new bus stops. On the Yellow Route, an eastbound stop would be added at Collins Street and Oak Street to serve the new State Office Building. Depending on the building’s completion date, the City/MPO may wish to add this stop during Phase 1 rather than waiting for the service change. A second State Office Building stop would be added on the westbound Green Route at Collins Street and Ash Street. A third new stop would be added at A Street and Kimball Street on the Green Route to serve the Wyoming Rescue Mission. Finally, a fourth new stop would be added at the Casper VA Clinic on the Orange Route, should the eastern extension be warranted.



Exhibit 7.1.5 State Office Building Stop on Yellow Route



The biggest challenge of the recommended service change is that some routes exceed a 60-minute headway. As a result, “pulsed” service at the Downtown Transfer Center is difficult to achieve. This results in longer wait times for riders transferring between routes. There are two possible solutions. The first is to create “pulsed” routes based on the longest headway (65 minutes). Some routes would need to dwell longer at pulse points in order to stay on schedule. The other option is to run each route using its own headway, but increase the amount of service on each route so that waits for transfers are not as long. The first option decreases the service frequency but maintains the current cost, while the second significantly improves both frequency and connectivity but at a much higher cost. During Phase 2, it is recommended the City/MPO focus on pulsed routes with a 65-minute headway, which would maintain the current cost. During Phase 3, additional service frequency can be added on some routes as funding becomes available.

Proposed service schedules for each route follow. These schedules maintain the “pulse” timing for transfers at the Downtown Transfer Center for the four Casper routes. Additional dwell time is built into some routes to maintain this timing downtown. (Note: stops and times in bold represent primary transfer locations. Times in *italics* are drop-off only.)





Exhibit 7.1.6 Blue Route Weekday Schedule

Blue Route												
<b>Downtown Transfer Center (depart)</b>	<b>6:30 AM</b>	<b>7:35 AM</b>	<b>8:40 AM</b>	<b>9:45 AM</b>	<b>10:50 AM</b>	<b>11:55 AM</b>	<b>1:00 PM</b>	<b>2:05 PM</b>	<b>3:10 PM</b>	<b>4:15 PM</b>	<b>5:20 PM</b>	<b>6:25 PM</b>
1715 4th St (CATC Office)	6:37 AM	7:42 AM	8:47 AM	9:52 AM	10:57 AM	12:02 PM	1:07 PM	2:12 PM	3:17 PM	4:22 PM	5:27 PM	6:32 PM
2nd & Forest	6:44 AM	7:49 AM	8:54 AM	9:59 AM	11:04 AM	12:09 PM	1:14 PM	2:19 PM	3:24 PM	4:29 PM	5:34 PM	---
<b>Eastridge Mall</b>	<b>6:53 AM</b>	<b>7:58 AM</b>	<b>9:03 AM</b>	<b>10:08 AM</b>	<b>11:13 AM</b>	<b>12:18 PM</b>	<b>1:23 PM</b>	<b>2:28 PM</b>	<b>3:33 PM</b>	<b>4:38 PM</b>	<b>5:43 PM</b>	<b>---</b>
<b>Walmart East (arrive)</b>	<b>6:56 AM</b>	<b>8:01 AM</b>	<b>9:06 AM</b>	<b>10:11 AM</b>	<b>11:16 AM</b>	<b>12:21 PM</b>	<b>1:26 PM</b>	<b>2:31 PM</b>	<b>3:36 PM</b>	<b>4:41 PM</b>	<b>5:46 PM</b>	<b>---</b>
<b>Walmart East (depart)</b>	<b>7:06 AM</b>	<b>8:11 AM</b>	<b>9:16 AM</b>	<b>10:21 AM</b>	<b>11:26 AM</b>	<b>12:31 PM</b>	<b>1:36 PM</b>	<b>2:41 PM</b>	<b>3:46 PM</b>	<b>4:51 PM</b>	<b>5:56 PM</b>	<b>---</b>
2nd & Forest	7:11 AM	8:16 AM	9:21 AM	10:26 AM	11:31 AM	12:36 PM	1:41 PM	2:46 PM	3:51 PM	4:56 PM	6:01 PM	---
A & Fenway	7:19 AM	8:24 AM	9:29 AM	10:34 AM	11:39 AM	12:44 PM	1:49 PM	2:54 PM	3:59 PM	5:04 PM	6:09 PM	---
<b>Downtown Transfer Center (arrive)</b>	<b>7:25 AM</b>	<b>8:30 AM</b>	<b>9:35 AM</b>	<b>10:40 AM</b>	<b>11:45 AM</b>	<b>12:50 PM</b>	<b>1:55 PM</b>	<b>3:00 PM</b>	<b>4:05 PM</b>	<b>5:10 PM</b>	<b>6:15 PM</b>	<b>---</b>

Exhibit 7.1.7 Red Route Weekday Schedule

Red Route												
<b>Downtown Transfer Center (depart)</b>	<b>6:30 AM</b>	<b>7:35 AM</b>	<b>8:40 AM</b>	<b>9:45 AM</b>	<b>10:50 AM</b>	<b>11:55 AM</b>	<b>1:00 PM</b>	<b>2:05 PM</b>	<b>3:10 PM</b>	<b>4:15 PM</b>	<b>5:20 PM</b>	
Durbin & 15th Street (YMCA)	6:38 AM	7:43 AM	8:48 AM	9:53 AM	10:58 AM	12:03 PM	1:08 PM	2:13 PM	3:18 PM	4:23 PM	5:28 PM	
21st & McKinley	6:43 AM	7:48 AM	8:53 AM	9:58 AM	11:03 AM	12:08 PM	1:13 PM	2:18 PM	3:23 PM	4:28 PM	5:33 PM	
12th & Lowell (Child Development Center)	6:49 AM	7:54 AM	8:59 AM	10:04 AM	11:09 AM	12:14 PM	1:19 PM	2:24 PM	3:29 PM	4:34 PM	5:39 PM	
12th & Bretton	6:55 AM	8:00 AM	9:05 AM	10:10 AM	11:15 AM	12:20 PM	1:25 PM	2:30 PM	3:35 PM	4:40 PM	5:45 PM	
<b>Eastridge Mall</b>	<b>7:01 AM</b>	<b>8:06 AM</b>	<b>9:11 AM</b>	<b>10:16 AM</b>	<b>11:21 AM</b>	<b>12:26 PM</b>	<b>1:31 PM</b>	<b>2:36 PM</b>	<b>3:41 PM</b>	<b>4:46 PM</b>	<b>5:51 PM</b>	
15th & Bretton	7:09 AM	8:14 AM	9:19 AM	10:24 AM	11:29 AM	12:34 PM	1:39 PM	2:44 PM	3:49 PM	4:54 PM	5:59 PM	
1510 Missouri (WBI)	7:14 AM	8:19 AM	9:24 AM	10:29 AM	11:34 AM	12:39 PM	1:44 PM	2:49 PM	3:54 PM	4:59 PM	6:04 PM	
Life Steps Campus	7:19 AM	8:24 AM	9:29 AM	10:34 AM	11:39 AM	12:44 PM	1:49 PM	2:54 PM	3:59 PM	5:04 PM	6:09 PM	
21st & McKinley	7:24 AM	8:29 AM	9:34 AM	10:39 AM	11:44 AM	12:49 PM	1:54 PM	2:59 PM	4:04 PM	5:09 PM	6:14 PM	
Wolcott & 6th	7:34 AM	8:39 AM	9:44 AM	10:49 AM	11:54 AM	12:59 PM	2:04 PM	3:09 PM	4:14 PM	5:19 PM	6:24 PM	
<b>Downtown Transfer Center (arrive)</b>	<b>7:35 AM</b>	<b>8:40 AM</b>	<b>9:45 AM</b>	<b>10:50 AM</b>	<b>11:55 AM</b>	<b>1:00 PM</b>	<b>2:05 PM</b>	<b>3:10 PM</b>	<b>4:15 PM</b>	<b>5:20 PM</b>	<b>6:25 PM</b>	

Exhibit 7.1.8 Green Route Weekday Schedule

Green Route												
<b>Downtown Transfer Center (depart)</b>	<b>6:30 AM</b>	<b>7:35 AM</b>	<b>8:40 AM</b>	<b>9:45 AM</b>	<b>10:50 AM</b>	<b>11:55 AM</b>	<b>1:00 PM</b>	<b>2:05 PM</b>	<b>3:10 PM</b>	<b>4:15 PM</b>	<b>5:20 PM</b>	
555 N. Center (NOW)	6:36 AM	7:41 AM	8:46 AM	9:51 AM	10:56 AM	12:01 PM	1:06 PM	2:11 PM	3:16 PM	4:21 PM	5:26 PM	
1701 E. K St (Boys & Girls Club)	6:42 AM	7:47 AM	8:52 AM	9:57 AM	11:02 AM	12:07 PM	1:12 PM	2:17 PM	3:22 PM	4:27 PM	5:32 PM	
Ramada	6:49 AM	7:54 AM	8:59 AM	10:04 AM	11:09 AM	12:14 PM	1:19 PM	2:24 PM	3:29 PM	4:34 PM	5:39 PM	
992 N. Poplar (Farm Bureau)	6:58 AM	8:03 AM	9:08 AM	10:13 AM	11:18 AM	12:23 PM	1:28 PM	2:33 PM	3:38 PM	4:43 PM	5:48 PM	
Wolcott & A	7:05 AM	8:10 AM	9:15 AM	10:20 AM	11:25 AM	12:30 PM	1:35 PM	2:40 PM	3:45 PM	4:50 PM	5:55 PM	
520 CY (First Christian Church)	7:09 AM	8:14 AM	9:19 AM	10:24 AM	11:29 AM	12:34 PM	1:39 PM	2:44 PM	3:49 PM	4:54 PM	5:59 PM	
<b>Smith's</b>	<b>7:16 AM</b>	<b>8:21 AM</b>	<b>9:26 AM</b>	<b>10:31 AM</b>	<b>11:36 AM</b>	<b>12:41 PM</b>	<b>1:46 PM</b>	<b>2:51 PM</b>	<b>3:56 PM</b>	<b>5:01 PM</b>	<b>6:06 PM</b>	
Willow & 15th	7:21 AM	8:26 AM	9:31 AM	10:36 AM	11:41 AM	12:46 PM	1:51 PM	2:56 PM	4:01 PM	5:06 PM	6:11 PM	
315 CY (Grace Lutheran Church)	7:24 AM	8:29 AM	9:34 AM	10:39 AM	11:44 AM	12:49 PM	1:54 PM	2:59 PM	4:04 PM	5:09 PM	6:14 PM	
<b>Downtown Transfer Center (arrive)</b>	<b>7:28 AM</b>	<b>8:33 AM</b>	<b>9:38 AM</b>	<b>10:43 AM</b>	<b>11:48 AM</b>	<b>12:53 PM</b>	<b>1:58 PM</b>	<b>3:03 PM</b>	<b>4:08 PM</b>	<b>5:13 PM</b>	<b>6:18 PM</b>	

Exhibit 7.1.9 Yellow Route Weekday Schedule

Yellow Route												
<b>Downtown Transfer Center (depart)</b>	<b>6:30 AM</b>	<b>7:35 AM</b>	<b>8:40 AM</b>	<b>9:45 AM</b>	<b>10:50 AM</b>	<b>11:55 AM</b>	<b>1:00 PM</b>	<b>2:05 PM</b>	<b>3:10 PM</b>	<b>4:15 PM</b>	<b>5:20 PM</b>	
520 CY (First Christian Church)	6:34 AM	7:39 AM	8:44 AM	9:49 AM	10:54 AM	11:59 AM	1:04 PM	2:09 PM	3:14 PM	4:19 PM	5:24 PM	
Kit Carson & Fleetwood	6:40 AM	7:45 AM	8:50 AM	9:55 AM	11:00 AM	12:05 PM	1:10 PM	2:15 PM	3:20 PM	4:25 PM	5:30 PM	
Valley & Iris	6:52 AM	7:57 AM	9:02 AM	10:07 AM	11:12 AM	12:17 PM	1:22 PM	2:27 PM	3:32 PM	4:37 PM	5:42 PM	
<b>Walmart West</b>	<b>7:02 AM</b>	<b>8:07 AM</b>	<b>9:12 AM</b>	<b>10:17 AM</b>	<b>11:22 AM</b>	<b>12:27 PM</b>	<b>1:32 PM</b>	<b>2:37 PM</b>	<b>3:42 PM</b>	<b>4:47 PM</b>	<b>5:52 PM</b>	
<b>Smith's</b>	<b>7:08 AM</b>	<b>8:13 AM</b>	<b>9:18 AM</b>	<b>10:23 AM</b>	<b>11:28 AM</b>	<b>12:33 PM</b>	<b>1:38 PM</b>	<b>2:43 PM</b>	<b>3:48 PM</b>	<b>4:53 PM</b>	<b>5:58 PM</b>	
Poplar & Boulder	7:20 AM	8:25 AM	9:30 AM	10:35 AM	11:40 AM	12:45 PM	1:50 PM	2:55 PM	4:00 PM	5:05 PM	6:10 PM	
Poplar & 19th	7:26 AM	8:31 AM	9:36 AM	10:41 AM	11:46 AM	12:51 PM	1:56 PM	3:01 PM	4:06 PM	5:11 PM	6:16 PM	
<b>Downtown Transfer Center (arrive)</b>	<b>7:33 AM</b>	<b>8:38 AM</b>	<b>9:43 AM</b>	<b>10:48 AM</b>	<b>11:53 AM</b>	<b>12:58 PM</b>	<b>2:03 PM</b>	<b>3:08 PM</b>	<b>4:13 PM</b>	<b>5:18 PM</b>	<b>6:23 PM</b>	



**Exhibit 7.1.10 Purple Route Weekday Schedule**

Purple Route											
<b>Walmart West (depart)</b>	<b>7:00 AM</b>	<b>8:05 AM</b>	<b>9:10 AM</b>	<b>10:15 AM</b>	<b>11:20 AM</b>	<b>12:25 PM</b>	<b>1:30 PM</b>	<b>2:35 PM</b>	<b>3:40 PM</b>	<b>4:45 PM</b>	<b>5:50 PM</b>
<b>Smith's</b>	<b>7:10 AM</b>	<b>8:15 AM</b>	<b>9:20 AM</b>	<b>10:25 AM</b>	<b>11:30 AM</b>	<b>12:35 PM</b>	<b>1:40 PM</b>	<b>2:45 PM</b>	<b>3:50 PM</b>	<b>4:55 PM</b>	<b>6:00 PM</b>
2011 Fairgrounds Rd (Ag Center)	7:15 AM	8:20 AM	9:25 AM	10:30 AM	11:35 AM	12:40 PM	1:45 PM	2:50 PM	3:55 PM	5:00 PM	---
Westec	7:22 AM	8:27 AM	9:32 AM	10:37 AM	11:42 AM	12:47 PM	1:52 PM	2:57 PM	4:02 PM	5:07 PM	---
Mountain View Plaza (Family Dollar)	7:33 AM	8:38 AM	9:43 AM	10:48 AM	11:53 AM	12:58 PM	2:03 PM	3:08 PM	4:13 PM	5:18 PM	---
Pendell @ Millview Shopping Center	7:42 AM	8:47 AM	9:52 AM	10:57 AM	12:02 PM	1:07 PM	2:12 PM	3:17 PM	4:22 PM	5:27 PM	---
Jordan & Pheasant	7:51 AM	8:56 AM	10:01 AM	11:06 AM	12:11 PM	1:16 PM	2:21 PM	3:26 PM	4:31 PM	5:36 PM	---
Plaza Drive (McDonald's West)	7:56 AM	9:01 AM	10:06 AM	11:11 AM	12:16 PM	1:21 PM	2:26 PM	3:31 PM	4:36 PM	5:41 PM	---
<b>Walmart West (arrive)</b>	<b>7:58 AM</b>	<b>9:03 AM</b>	<b>10:08 AM</b>	<b>11:13 AM</b>	<b>12:18 PM</b>	<b>1:23 PM</b>	<b>2:28 PM</b>	<b>3:33 PM</b>	<b>4:38 PM</b>	<b>5:43 PM</b>	<b>---</b>

**Exhibit 7.1.11 Orange Route Weekday Schedule**

Orange Route											
<b>Walmart East (depart)</b>	<b>7:00 AM</b>	<b>8:05 AM</b>	<b>9:10 AM</b>	<b>10:15 AM</b>	<b>11:20 AM</b>	<b>12:25 PM</b>	<b>1:30 PM</b>	<b>2:35 PM</b>	<b>3:40 PM</b>	<b>4:45 PM</b>	<b>5:50 PM</b>
Post office & town hall	7:11 AM	8:16 AM	9:21 AM	10:26 AM	11:31 AM	12:36 PM	1:41 PM	2:46 PM	3:51 PM	4:56 PM	6:01 PM
Community center	7:14 AM	8:19 AM	9:24 AM	10:29 AM	11:34 AM	12:39 PM	1:44 PM	2:49 PM	3:54 PM	4:59 PM	6:04 PM
<b>Eastridge Mall</b>	<b>7:22 AM</b>	<b>8:27 AM</b>	<b>9:32 AM</b>	<b>10:37 AM</b>	<b>11:42 AM</b>	<b>12:47 PM</b>	<b>1:52 PM</b>	<b>2:57 PM</b>	<b>4:02 PM</b>	<b>5:07 PM</b>	<b>---</b>
<b>Walmart East</b>	<b>7:24 AM</b>	<b>8:29 AM</b>	<b>9:34 AM</b>	<b>10:39 AM</b>	<b>11:44 AM</b>	<b>12:49 PM</b>	<b>1:54 PM</b>	<b>2:59 PM</b>	<b>4:04 PM</b>	<b>5:09 PM</b>	<b>---</b>
IHOP	7:29 AM	8:34 AM	9:39 AM	10:44 AM	11:49 AM	12:54 PM	1:59 PM	3:04 PM	4:09 PM	5:14 PM	---
Casper VA Clinic	7:40 AM	8:45 AM	9:50 AM	10:55 AM	12:00 PM	1:05 PM	2:10 PM	3:15 PM	4:20 PM	5:25 PM	---
300 Landmark (Lifetime Fitness)	7:46 AM	8:51 AM	9:56 AM	11:01 AM	12:06 PM	1:11 PM	2:16 PM	3:21 PM	4:26 PM	5:31 PM	---
2nd St & Newport (Kohl's)	7:51 AM	8:56 AM	10:01 AM	11:06 AM	12:11 PM	1:16 PM	2:21 PM	3:26 PM	4:31 PM	5:36 PM	---
<b>Walmart East (arrive)</b>	<b>7:55 AM</b>	<b>9:00 AM</b>	<b>10:05 AM</b>	<b>11:10 AM</b>	<b>12:15 PM</b>	<b>1:20 PM</b>	<b>2:25 PM</b>	<b>3:30 PM</b>	<b>4:35 PM</b>	<b>5:40 PM</b>	<b>---</b>

**Exhibit 7.1.12 Blue Route Saturday Schedule**

Blue Route									
<b>Downtown Transfer Center (depart)</b>	<b>7:30 AM</b>	<b>8:35 AM</b>	<b>9:40 AM</b>	<b>10:45 AM</b>	<b>11:50 AM</b>	<b>12:55 PM</b>	<b>2:00 PM</b>	<b>3:05 PM</b>	
1715 4th St (CATC Office)	7:37 AM	8:42 AM	9:47 AM	10:52 AM	11:57 AM	1:02 PM	2:07 PM	3:12 PM	
2nd & Forest	7:44 AM	8:49 AM	9:54 AM	10:59 AM	12:04 PM	1:09 PM	2:14 PM	3:19 PM	
<b>Eastridge Mall</b>	<b>7:53 AM</b>	<b>8:58 AM</b>	<b>10:03 AM</b>	<b>11:08 AM</b>	<b>12:13 PM</b>	<b>1:18 PM</b>	<b>2:23 PM</b>	<b>3:28 PM</b>	
<b>Walmart East (arrive)</b>	<b>7:56 AM</b>	<b>9:01 AM</b>	<b>10:06 AM</b>	<b>11:11 AM</b>	<b>12:16 PM</b>	<b>1:21 PM</b>	<b>2:26 PM</b>	<b>3:31 PM</b>	
<b>Walmart East (depart)</b>	<b>8:06 AM</b>	<b>9:11 AM</b>	<b>10:16 AM</b>	<b>11:21 AM</b>	<b>12:26 PM</b>	<b>1:31 PM</b>	<b>2:36 PM</b>	<b>---</b>	
2nd & Forest	8:11 AM	9:16 AM	10:21 AM	11:26 AM	12:31 PM	1:36 PM	2:41 PM	---	
A & Fenway	8:19 AM	9:24 AM	10:29 AM	11:34 AM	12:39 PM	1:44 PM	2:49 PM	---	
<b>Downtown Transfer Center (arrive)</b>	<b>8:25 AM</b>	<b>9:30 AM</b>	<b>10:35 AM</b>	<b>11:40 AM</b>	<b>12:45 PM</b>	<b>1:50 PM</b>	<b>2:55 PM</b>	<b>---</b>	

**Exhibit 7.1.13 Red Route Saturday Schedule**

Red Route									
<b>Downtown Transfer Center (depart)</b>	<b>7:30 AM</b>	<b>8:35 AM</b>	<b>9:40 AM</b>	<b>10:45 AM</b>	<b>11:50 AM</b>	<b>12:55 PM</b>	<b>2:00 PM</b>	<b>3:05 PM</b>	
Durbin & 15th Street (YMCA)	7:38 AM	8:43 AM	9:48 AM	10:53 AM	11:58 AM	1:03 PM	2:08 PM	3:13 PM	
21st & McKinley	7:43 AM	8:48 AM	9:53 AM	10:58 AM	12:03 PM	1:08 PM	2:13 PM	3:18 PM	
12th & Lowell (Child Development Center)	7:49 AM	8:54 AM	9:59 AM	11:04 AM	12:09 PM	1:14 PM	2:19 PM	3:24 PM	
12th & Bretton	7:55 AM	9:00 AM	10:05 AM	11:10 AM	12:15 PM	1:20 PM	2:25 PM	3:30 PM	
<b>Eastridge Mall</b>	<b>8:01 AM</b>	<b>9:06 AM</b>	<b>10:11 AM</b>	<b>11:16 AM</b>	<b>12:21 PM</b>	<b>1:26 PM</b>	<b>2:31 PM</b>	<b>3:36 PM</b>	
15th & Bretton	8:09 AM	9:14 AM	10:19 AM	11:24 AM	12:29 PM	1:34 PM	2:39 PM	---	
1510 Missouri (WBI)	8:14 AM	9:19 AM	10:24 AM	11:29 AM	12:34 PM	1:39 PM	2:44 PM	---	
Life Steps Campus	8:19 AM	9:24 AM	10:29 AM	11:34 AM	12:39 PM	1:44 PM	2:49 PM	---	
21st & McKinley	8:24 AM	9:29 AM	10:34 AM	11:39 AM	12:44 PM	1:49 PM	2:54 PM	---	
Wolcott & 6th	8:34 AM	9:39 AM	10:44 AM	11:49 AM	12:54 PM	1:59 PM	3:04 PM	---	
<b>Downtown Transfer Center (arrive)</b>	<b>8:35 AM</b>	<b>9:40 AM</b>	<b>10:45 AM</b>	<b>11:50 AM</b>	<b>12:55 PM</b>	<b>2:00 PM</b>	<b>3:05 PM</b>	<b>---</b>	



Exhibit 7.1.14 Green Route Saturday Schedule

Green Route								
<b>Downtown Transfer Center (depart)</b>	<b>7:30 AM</b>	<b>8:35 AM</b>	<b>9:40 AM</b>	<b>10:45 AM</b>	<b>11:50 AM</b>	<b>12:55 PM</b>	<b>2:00 PM</b>	<b>3:05 PM</b>
WY Rescue Mission (Kimball & A)	7:31 AM	8:36 AM	9:41 AM	10:46 AM	11:51 AM	12:56 PM	2:01 PM	3:06 PM
555 N. Center (NOW)	7:36 AM	8:41 AM	9:46 AM	10:51 AM	11:56 AM	1:01 PM	2:06 PM	3:11 PM
1701 E. K St (Boys & Girls Club)	---	---	---	---	---	---	---	---
Ramada	7:49 AM	8:54 AM	9:59 AM	11:04 AM	12:09 PM	1:14 PM	2:19 PM	3:24 PM
992 N. Poplar (Farm Bureau)	7:58 AM	9:03 AM	10:08 AM	11:13 AM	12:18 PM	1:23 PM	2:28 PM	3:33 PM
Wolcott & A	8:05 AM	9:10 AM	10:15 AM	11:20 AM	12:25 PM	1:30 PM	2:35 PM	3:40 PM
520 CY (First Christian Church)	8:09 AM	9:14 AM	10:19 AM	11:24 AM	12:29 PM	1:34 PM	2:39 PM	---
<b>Smith's</b>	<b>8:16 AM</b>	<b>9:21 AM</b>	<b>10:26 AM</b>	<b>11:31 AM</b>	<b>12:36 PM</b>	<b>1:41 PM</b>	<b>2:46 PM</b>	---
Willow & 15th	8:21 AM	9:26 AM	10:31 AM	11:36 AM	12:41 PM	1:46 PM	2:51 PM	---
315 CY (Grace Lutheran Church)	8:24 AM	9:29 AM	10:34 AM	11:39 AM	12:44 PM	1:49 PM	2:54 PM	---
<b>Downtown Transfer Center (arrive)</b>	<b>8:28 AM</b>	<b>9:33 AM</b>	<b>10:38 AM</b>	<b>11:43 AM</b>	<b>12:48 PM</b>	<b>1:53 PM</b>	<b>2:58 PM</b>	---

Exhibit 7.1.15 Yellow Route Saturday Schedule

Yellow Route								
<b>Downtown Transfer Center (depart)</b>	<b>7:30 AM</b>	<b>8:35 AM</b>	<b>9:40 AM</b>	<b>10:45 AM</b>	<b>11:50 AM</b>	<b>12:55 PM</b>	<b>2:00 PM</b>	<b>3:05 PM</b>
520 CY (First Christian Church)	7:34 AM	8:39 AM	9:44 AM	10:49 AM	11:54 AM	12:59 PM	2:04 PM	3:09 PM
Kit Carson & Fleetwood	7:40 AM	8:45 AM	9:50 AM	10:55 AM	12:00 PM	1:05 PM	2:10 PM	3:15 PM
Valley & Iris	7:52 AM	8:57 AM	10:02 AM	11:07 AM	12:12 PM	1:17 PM	2:22 PM	3:27 PM
<b>Walmart West</b>	<b>8:02 AM</b>	<b>9:07 AM</b>	<b>10:12 AM</b>	<b>11:17 AM</b>	<b>12:22 PM</b>	<b>1:27 PM</b>	<b>2:32 PM</b>	<b>3:37 PM</b>
<b>Smith's</b>	<b>8:08 AM</b>	<b>9:13 AM</b>	<b>10:18 AM</b>	<b>11:23 AM</b>	<b>12:28 PM</b>	<b>1:33 PM</b>	<b>2:38 PM</b>	---
Poplar & Boulder	8:20 AM	9:25 AM	10:30 AM	11:35 AM	12:40 PM	1:45 PM	2:50 PM	---
Poplar & 19th	8:26 AM	9:31 AM	10:36 AM	11:41 AM	12:46 PM	1:51 PM	2:56 PM	---
<b>Downtown Transfer Center (arrive)</b>	<b>8:33 AM</b>	<b>9:38 AM</b>	<b>10:43 AM</b>	<b>11:48 AM</b>	<b>12:53 PM</b>	<b>1:58 PM</b>	<b>3:03 PM</b>	---

**8. Implement bus stop improvements identified in the bus stop improvement plan prepared during Phase 1.**

The bus stop improvements identified and prioritized during Phase 1 would be implemented during Phase 2. Delaying implementation to Phase 2 will also enable the City/MPO to identify and secure additional funding for the bus stop improvements. This is expected to be an ongoing and long-term activity, with a modest number of stops identified for improvements each year. The number of stops each year will depend on the types of improvements needed and the amount of funding available.

**9. Update fare structure.**

In conjunction with the service change, the Plan recommends making two changes to the fare structure. The first is to **broaden the pass program**, both in terms of what is offered and where passes can be obtained. At a minimum, a monthly pass should continue to be offered at each current fare level (regular, reduced, and student). The City/MPO may also wish to introduce smaller unlimited-ride passes if purchasing a monthly pass is problematic for a significant percentage of customers. This could include a seven-day pass or day pass, which would offer savings on a per-ride basis, but would not require the same up-front payment as for a monthly pass. Additional pass sales locations should also be established.



Currently, passes are only available at the transit administration office or through the mail. Ideally, passes would also be available at Casper city hall, Evansville city hall, Mills town hall, and possibly other locations (such as libraries and senior centers). Expanding access to passes, both in terms of where to purchase and greater offerings, benefits both customers and the City/MPO.

The second change is a **broader transfer policy**. This would provide a physical (paper) transfer pass that could be used for same-direction travel within a defined time period. Currently, transfers are only allowed at a small number of transfer locations. This would broaden the use of transfers to any location where routes intersect. It will also accommodate locations where there is a wait between buses.

An alternative to a broadened transfer policy would be the introduction of a day pass. This would enable unlimited rides during a calendar day for the cost of two or two-and-a-half single-ride fares. This would eliminate the need for transfers and it would be the responsibility of the customer to purchase a daily pass. Daily passes would be sold onboard the transit vehicles.

### **Phase 3: Long-term (3-5 years)**

#### **10. Implement trial service to the airport.**

Transit service to and from Casper-Natrona County International Airport should be introduced on a trial basis for a period of at least 90 days, with an option to extend to up to 180 days. Doing so will give the City/MPO the opportunity to assess demand across multiple seasons, if desired. Use of a demand-response model is preferred, though if there is sufficient demand, it may be reasonable to offer fixed-route service in the future.

Given the distance between Casper and the Airport, it is recommended that the service require trips to be scheduled no later than 5:00 p.m. the day before the service is requested. On-demand service could be provided as availability allows. For example, if no trips are scheduled on a particular day, the vehicle would be available to provide on-demand pickups, or if the vehicle is already at the airport, a ride into Casper could be secured at that time.

#### **11. Introduce evening/weekend service.**

Like the airport service discussed above, the Plan recommends introducing a Transportation Network Company (TNC) ride subsidy program to provide on-demand service on weekday evenings and weekends. Partnering with Uber and/or Lyft to provide subsidized rides is a mobility strategy that has been used effectively in communities across the country. As mentioned in Chapter 5, the service could start off by focusing on a small geographic area. A trial period would be used in order to gauge interest and participation in the program. As such, it is recommended the City/MPO establish a budget for the program, then offer the service for a set number of days (e.g., 90 days) or until the available funds have been depleted. Usage data can then be reviewed to determine if the program should be continued with additional funding. The benefit of using TNCs is the turn-key nature of the arrangement – the City/MPO simply purchases the rides, with no negative impact if rides are not taken (versus keeping a transit driver on-call to provide on-demand services).



## 12. Increase service frequency on routes as funding allows

The service change in Phase 2 focuses on maintaining the current system costs. Since doing so will result in fewer trips across a service day, and potentially longer trips due to waiting for connections at some transfer points, in Phase 3 it is recommended the City/MPO seek to increase the frequency of service on some routes by adding one or more additional vehicles. This expansion of service may require additional funding, so it would need to be planned based on demand as more funding becomes available.

It is likely the Blue Route will warrant increased frequency first, followed by the Green Route (based on historic ridership). However, once the new State Office Building opens, it may boost ridership on the Yellow Route. Any increase in frequency for the Purple and Orange routes should be accompanied by increased contributions from Mills and Evansville, respectively.

Adding service to the Blue, Green, and Yellow routes would add the following vehicle service hours:

- Blue Route – weekday – 2,874 VSH (11.27 VSH per weekday)
- Blue Route – Saturday – 386 VSH (7.42 VSH per Saturday)
- Green Route – weekday – 2,912 VSH (11.42 VSH per weekday)
- Green Route – Saturday – 388 VSH (7.47 VSH per Saturday)
- Yellow Route – weekday – 2,899 VSH (11.37 VSH per weekday)
- Yellow Route – Saturday – 366 VSH (7.03 VSH per Saturday)

Proposed schedules for weekday and Saturday frequency improvements for the Blue, Green, and Yellow routes are provided below.



Exhibit 7.1.16 Increased Service Frequency – Blue Route – Weekdays

Blue Route																							
<b>Downtown Transfer Center (depart)</b>	6:30 AM	7:00 AM	7:35 AM	8:05 AM	8:40 AM	9:10 AM	9:45 AM	10:15 AM	10:50 AM	11:20 AM	11:55 AM	12:25 PM	1:00 PM	1:30 PM	2:05 PM	2:35 PM	3:10 PM	3:40 PM	4:15 PM	4:45 PM	5:20 PM	5:50 PM	6:25 PM
1715 4th St (CATC Office)	6:37 AM	7:07 AM	7:42 AM	8:12 AM	8:47 AM	9:17 AM	9:52 AM	10:22 AM	10:57 AM	11:27 AM	12:02 PM	12:32 PM	1:07 PM	1:37 PM	2:12 PM	2:42 PM	3:17 PM	3:47 PM	4:22 PM	4:52 PM	5:27 PM	5:57 PM	6:32 PM
2nd & Forest	6:44 AM	7:14 AM	7:49 AM	8:19 AM	8:54 AM	9:24 AM	9:59 AM	10:29 AM	11:04 AM	11:34 AM	12:09 PM	12:39 PM	1:14 PM	1:44 PM	2:19 PM	2:49 PM	3:24 PM	3:54 PM	4:29 PM	4:59 PM	5:34 PM	6:04 PM	---
<b>Eastridge Mall</b>	6:53 AM	7:23 AM	7:58 AM	8:28 AM	9:03 AM	9:33 AM	10:08 AM	10:38 AM	11:13 AM	11:43 AM	12:18 PM	12:48 PM	1:23 PM	1:53 PM	2:28 PM	2:58 PM	3:33 PM	4:03 PM	4:38 PM	5:08 PM	5:43 PM	6:13 PM	---
<b>Walmart East (arrive)</b>	6:56 AM	7:26 AM	8:01 AM	8:31 AM	9:06 AM	9:36 AM	10:11 AM	10:41 AM	11:16 AM	11:46 AM	12:21 PM	12:51 PM	1:26 PM	1:56 PM	2:31 PM	3:01 PM	3:36 PM	4:06 PM	4:41 PM	5:11 PM	5:46 PM	6:16 PM	---
<b>Walmart East (depart)</b>	7:06 AM	7:36 AM	8:11 AM	8:41 AM	9:16 AM	9:46 AM	10:21 AM	10:51 AM	11:26 AM	11:56 AM	12:31 PM	1:01 PM	1:36 PM	2:06 PM	2:41 PM	3:11 PM	3:46 PM	4:16 PM	4:51 PM	5:21 PM	5:56 PM	---	---
2nd & Forest	7:11 AM	7:41 AM	8:16 AM	8:46 AM	9:21 AM	9:51 AM	10:26 AM	10:56 AM	11:31 AM	12:01 PM	12:36 PM	1:06 PM	1:41 PM	2:11 PM	2:46 PM	3:16 PM	3:51 PM	4:21 PM	4:56 PM	5:26 PM	6:01 PM	---	---
A & Fenway	7:19 AM	7:49 AM	8:24 AM	8:54 AM	9:29 AM	9:59 AM	10:34 AM	11:04 AM	11:39 AM	12:09 PM	12:44 PM	1:14 PM	1:49 PM	2:19 PM	2:54 PM	3:24 PM	3:59 PM	4:29 PM	5:04 PM	5:34 PM	6:09 PM	---	---
<b>Downtown Transfer Center (arrive)</b>	7:25 AM	7:55 AM	8:30 AM	9:00 AM	9:35 AM	10:05 AM	10:40 AM	11:10 AM	11:45 AM	12:15 PM	12:50 PM	1:20 PM	1:55 PM	2:25 PM	3:00 PM	3:30 PM	4:05 PM	4:35 PM	5:10 PM	5:40 PM	6:15 PM	---	---

Exhibit 7.1.17 Increased Service Frequency – Blue Route – Saturday

Blue Route															
<b>Downtown Transfer Center (depart)</b>	7:30 AM	8:00 AM	8:35 AM	9:05 AM	9:40 AM	10:10 AM	10:45 AM	11:15 AM	11:50 AM	12:20 PM	12:55 PM	1:25 PM	2:00 PM	2:30 PM	3:05 PM
1715 4th St (CATC Office)	7:37 AM	8:07 AM	8:42 AM	9:12 AM	9:47 AM	10:17 AM	10:52 AM	11:22 AM	11:57 AM	12:27 PM	1:02 PM	1:32 PM	2:07 PM	2:37 PM	3:12 PM
2nd & Forest	7:44 AM	8:14 AM	8:49 AM	9:19 AM	9:54 AM	10:24 AM	10:59 AM	11:29 AM	12:04 PM	12:34 PM	1:09 PM	1:39 PM	2:14 PM	2:44 PM	3:19 PM
<b>Eastridge Mall</b>	7:53 AM	8:23 AM	8:58 AM	9:28 AM	10:03 AM	10:33 AM	11:08 AM	11:38 AM	12:13 PM	12:43 PM	1:18 PM	1:48 PM	2:23 PM	2:53 PM	3:28 PM
<b>Walmart East (arrive)</b>	7:56 AM	8:26 AM	9:01 AM	9:31 AM	10:06 AM	10:36 AM	11:11 AM	11:41 AM	12:16 PM	12:46 PM	1:21 PM	1:51 PM	2:26 PM	2:56 PM	3:31 PM
<b>Walmart East (depart)</b>	8:06 AM	8:36 AM	9:11 AM	9:41 AM	10:16 AM	10:46 AM	11:21 AM	11:51 AM	12:26 PM	12:56 PM	1:31 PM	2:01 PM	2:36 PM	3:06 PM	---
2nd & Forest	8:11 AM	8:41 AM	9:16 AM	9:46 AM	10:21 AM	10:51 AM	11:26 AM	11:56 AM	12:31 PM	1:01 PM	1:36 PM	2:06 PM	2:41 PM	3:11 PM	---
A & Fenway	8:19 AM	8:49 AM	9:24 AM	9:54 AM	10:29 AM	10:59 AM	11:34 AM	12:04 PM	12:39 PM	1:09 PM	1:44 PM	2:14 PM	2:49 PM	3:19 PM	---
<b>Downtown Transfer Center (arrive)</b>	8:25 AM	8:55 AM	9:30 AM	10:00 AM	10:35 AM	11:05 AM	11:40 AM	12:10 PM	12:45 PM	1:15 PM	1:50 PM	2:20 PM	2:55 PM	3:25 PM	---

Exhibit 7.1.18 Increased Service Frequency – Green Route – Weekdays

Green Route																						
<b>Downtown Transfer Center (depart)</b>	6:30 AM	7:00 AM	7:35 AM	8:05 AM	8:40 AM	9:10 AM	9:45 AM	10:15 AM	10:50 AM	11:20 AM	11:55 AM	12:25 PM	1:00 PM	1:30 PM	2:05 PM	2:35 PM	3:10 PM	3:40 PM	4:15 PM	4:45 PM	5:20 PM	5:50 PM
WY Rescue Mission (Kimball & A)	6:31 AM	7:01 AM	7:36 AM	8:06 AM	8:41 AM	9:11 AM	9:46 AM	10:16 AM	10:51 AM	11:21 AM	11:56 AM	12:26 PM	1:01 PM	1:31 PM	2:06 PM	2:36 PM	3:11 PM	3:41 PM	4:16 PM	4:46 PM	5:21 PM	5:51 PM
555 N. Center (NOW)	6:36 AM	7:06 AM	7:41 AM	8:11 AM	8:46 AM	9:16 AM	9:51 AM	10:21 AM	10:56 AM	11:26 AM	12:01 PM	12:31 PM	1:06 PM	1:36 PM	2:11 PM	2:41 PM	3:16 PM	3:46 PM	4:21 PM	4:51 PM	5:26 PM	5:56 PM
1701 E. K St (Boys & Girls Club)	6:42 AM	7:12 AM	7:47 AM	8:17 AM	8:52 AM	9:22 AM	9:57 AM	10:27 AM	11:02 AM	11:32 AM	12:07 PM	12:37 PM	1:12 PM	1:42 PM	2:17 PM	2:47 PM	3:22 PM	3:52 PM	4:27 PM	4:57 PM	5:32 PM	6:02 PM
Ramada	6:49 AM	7:19 AM	7:54 AM	8:24 AM	8:59 AM	9:29 AM	10:04 AM	10:34 AM	11:09 AM	11:39 AM	12:14 PM	12:44 PM	1:19 PM	1:49 PM	2:24 PM	2:54 PM	3:29 PM	3:59 PM	4:34 PM	5:04 PM	5:39 PM	6:09 PM
992 N. Poplar (Farm Bureau)	6:58 AM	7:28 AM	8:03 AM	8:33 AM	9:08 AM	9:38 AM	10:13 AM	10:43 AM	11:18 AM	11:48 AM	12:23 PM	12:53 PM	1:28 PM	1:58 PM	2:33 PM	3:03 PM	3:38 PM	4:08 PM	4:43 PM	5:13 PM	5:48 PM	6:18 PM
Wolcott & A	7:05 AM	7:35 AM	8:10 AM	8:40 AM	9:15 AM	9:45 AM	10:20 AM	10:50 AM	11:25 AM	11:55 AM	12:30 PM	1:00 PM	1:35 PM	2:05 PM	2:40 PM	3:10 PM	3:45 PM	4:15 PM	4:50 PM	5:20 PM	5:55 PM	6:25 PM
520 CY (First Christian Church)	7:09 AM	7:39 AM	8:14 AM	8:44 AM	9:19 AM	9:49 AM	10:24 AM	10:54 AM	11:29 AM	11:59 AM	12:34 PM	1:04 PM	1:39 PM	2:09 PM	2:44 PM	3:14 PM	3:49 PM	4:19 PM	4:54 PM	5:24 PM	5:59 PM	---
<b>Smith's</b>	7:16 AM	7:46 AM	8:21 AM	8:51 AM	9:26 AM	9:56 AM	10:31 AM	11:01 AM	11:36 AM	12:06 PM	12:41 PM	1:11 PM	1:46 PM	2:16 PM	2:51 PM	3:21 PM	3:56 PM	4:26 PM	5:01 PM	5:31 PM	6:06 PM	---
Willow & 15th	7:21 AM	7:51 AM	8:26 AM	8:56 AM	9:31 AM	10:01 AM	10:36 AM	11:06 AM	11:41 AM	12:11 PM	12:46 PM	1:16 PM	1:51 PM	2:21 PM	2:56 PM	3:26 PM	4:01 PM	4:31 PM	5:06 PM	5:36 PM	6:11 PM	---
315 CY (Grace Lutheran Church)	7:24 AM	7:54 AM	8:29 AM	8:59 AM	9:34 AM	10:04 AM	10:39 AM	11:09 AM	11:44 AM	12:14 PM	12:49 PM	1:19 PM	1:54 PM	2:24 PM	2:59 PM	3:29 PM	4:04 PM	4:34 PM	5:09 PM	5:39 PM	6:14 PM	---
<b>Downtown Transfer Center (arrive)</b>	7:28 AM	7:58 AM	8:33 AM	9:03 AM	9:38 AM	10:08 AM	10:43 AM	11:13 AM	11:48 AM	12:18 PM	12:53 PM	1:23 PM	1:58 PM	2:28 PM	3:03 PM	3:33 PM	4:08 PM	4:38 PM	5:13 PM	5:43 PM	6:18 PM	---



**Exhibit 7.1.19 Increased Service Frequency – Green Route – Saturday**

Green Route															
Downtown Transfer Center (depart)	7:30 AM	8:00 AM	8:35 AM	9:05 AM	9:40 AM	10:10 AM	10:45 AM	11:15 AM	11:50 AM	12:20 PM	12:55 PM	1:25 PM	2:00 PM	2:30 PM	3:05 PM
WY Rescue Mission (Kimball & A)	7:31 AM	8:01 AM	8:36 AM	9:06 AM	9:41 AM	10:11 AM	10:46 AM	11:16 AM	11:51 AM	12:21 PM	12:56 PM	1:26 PM	2:01 PM	2:31 PM	3:06 PM
555 N. Center (NOW)	7:36 AM	8:06 AM	8:41 AM	9:11 AM	9:46 AM	10:16 AM	10:51 AM	11:21 AM	11:56 AM	12:26 PM	1:01 PM	1:31 PM	2:06 PM	2:36 PM	3:11 PM
1701 E. K St (Boys & Girls Club)	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Ramada	7:49 AM	8:19 AM	8:54 AM	9:24 AM	9:59 AM	10:29 AM	11:04 AM	11:34 AM	12:09 PM	12:39 PM	1:14 PM	1:44 PM	2:19 PM	2:49 PM	3:24 PM
992 N. Poplar (Farm Bureau)	7:58 AM	8:28 AM	9:03 AM	9:33 AM	10:08 AM	10:38 AM	11:13 AM	11:43 AM	12:18 PM	12:48 PM	1:23 PM	1:53 PM	2:28 PM	2:58 PM	3:33 PM
Wolcott & A	8:05 AM	8:35 AM	9:10 AM	9:40 AM	10:15 AM	10:45 AM	11:20 AM	11:50 AM	12:25 PM	12:55 PM	1:30 PM	2:00 PM	2:35 PM	3:05 PM	3:40 PM
520 CY (First Christian Church)	8:09 AM	8:39 AM	9:14 AM	9:44 AM	10:19 AM	10:49 AM	11:24 AM	11:54 AM	12:29 PM	12:59 PM	1:34 PM	2:04 PM	2:39 PM	3:09 PM	---
Smith's	8:16 AM	8:46 AM	9:21 AM	9:51 AM	10:26 AM	10:56 AM	11:31 AM	12:01 PM	12:36 PM	1:06 PM	1:41 PM	2:11 PM	2:46 PM	3:16 PM	---
Willow & 15th	8:21 AM	8:51 AM	9:26 AM	9:56 AM	10:31 AM	11:01 AM	11:36 AM	12:06 PM	12:41 PM	1:11 PM	1:46 PM	2:16 PM	2:51 PM	3:21 PM	---
315 CY (Grace Lutheran Church)	8:24 AM	8:54 AM	9:29 AM	9:59 AM	10:34 AM	11:04 AM	11:39 AM	12:09 PM	12:44 PM	1:14 PM	1:49 PM	2:19 PM	2:54 PM	3:24 PM	---
Downtown Transfer Center (arrive)	8:28 AM	8:58 AM	9:33 AM	10:03 AM	10:38 AM	11:08 AM	11:43 AM	12:13 PM	12:48 PM	1:18 PM	1:53 PM	2:23 PM	2:58 PM	3:28 PM	---

**Exhibit 7.1.20 Increased Service Frequency – Yellow Route – Weekdays**

Yellow Route																						
Downtown Transfer Center (depart)	6:30 AM	7:00 AM	7:35 AM	8:05 AM	8:40 AM	9:10 AM	9:45 AM	10:15 AM	10:50 AM	11:20 AM	11:55 AM	12:25 PM	1:00 PM	1:30 PM	2:05 PM	2:35 PM	3:10 PM	3:40 PM	4:15 PM	4:45 PM	5:20 PM	5:50 PM
520 CY (First Christian Church)	6:34 AM	7:04 AM	7:39 AM	8:09 AM	8:44 AM	9:14 AM	9:49 AM	10:19 AM	10:54 AM	11:24 AM	11:59 AM	12:29 PM	1:04 PM	1:34 PM	2:09 PM	2:39 PM	3:14 PM	3:44 PM	4:19 PM	4:49 PM	5:24 PM	5:54 PM
Kit Carson & Fleetwood	6:40 AM	7:10 AM	7:45 AM	8:15 AM	8:50 AM	9:20 AM	9:55 AM	10:25 AM	11:00 AM	11:30 AM	12:05 PM	12:35 PM	1:10 PM	1:40 PM	2:15 PM	2:45 PM	3:20 PM	3:50 PM	4:25 PM	4:55 PM	5:30 PM	6:00 PM
Valley & Iris	6:52 AM	7:22 AM	7:57 AM	8:27 AM	9:02 AM	9:32 AM	10:07 AM	10:37 AM	11:12 AM	11:42 AM	12:17 PM	12:47 PM	1:22 PM	1:52 PM	2:27 PM	2:57 PM	3:32 PM	4:02 PM	4:37 PM	5:07 PM	5:42 PM	6:12 PM
Walmart West	7:02 AM	7:32 AM	8:07 AM	8:37 AM	9:12 AM	9:42 AM	10:17 AM	10:47 AM	11:22 AM	11:52 AM	12:27 PM	12:57 PM	1:32 PM	2:02 PM	2:37 PM	3:07 PM	3:42 PM	4:12 PM	4:47 PM	5:17 PM	5:52 PM	6:22 PM
Smith's	7:08 AM	7:38 AM	8:13 AM	8:43 AM	9:18 AM	9:48 AM	10:23 AM	10:53 AM	11:28 AM	11:58 AM	12:33 PM	1:03 PM	1:38 PM	2:08 PM	2:43 PM	3:13 PM	3:48 PM	4:18 PM	4:53 PM	5:23 PM	5:58 PM	---
Poplar & Boulder	7:20 AM	7:50 AM	8:25 AM	8:55 AM	9:30 AM	10:00 AM	10:35 AM	11:05 AM	11:40 AM	12:10 PM	12:45 PM	1:15 PM	1:50 PM	2:20 PM	2:55 PM	3:25 PM	4:00 PM	4:30 PM	5:05 PM	5:35 PM	6:10 PM	---
Poplar & 19th	7:26 AM	7:56 AM	8:31 AM	9:01 AM	9:36 AM	10:06 AM	10:41 AM	11:11 AM	11:46 AM	12:16 PM	12:51 PM	1:21 PM	1:56 PM	2:26 PM	3:01 PM	3:31 PM	4:06 PM	4:36 PM	5:11 PM	5:41 PM	6:16 PM	---
Downtown Transfer Center (arrive)	7:33 AM	8:03 AM	8:38 AM	9:08 AM	9:43 AM	10:13 AM	10:48 AM	11:18 AM	11:53 AM	12:23 PM	12:58 PM	1:28 PM	2:03 PM	2:33 PM	3:08 PM	3:38 PM	4:13 PM	4:43 PM	5:18 PM	5:48 PM	6:23 PM	---

**Exhibit 7.1.21 Increased Service Frequency – Yellow Route – Saturday**

Yellow Route															
Downtown Transfer Center (depart)	7:30 AM	8:00 AM	8:35 AM	9:05 AM	9:40 AM	10:10 AM	10:45 AM	11:15 AM	11:50 AM	12:20 PM	12:55 PM	1:25 PM	2:00 PM	2:30 PM	3:05 PM
520 CY (First Christian Church)	7:34 AM	8:04 AM	8:39 AM	9:09 AM	9:44 AM	10:14 AM	10:49 AM	11:19 AM	11:54 AM	12:24 PM	12:59 PM	1:29 PM	2:04 PM	2:34 PM	3:09 PM
Kit Carson & Fleetwood	7:40 AM	8:10 AM	8:45 AM	9:15 AM	9:50 AM	10:20 AM	10:55 AM	11:25 AM	12:00 PM	12:30 PM	1:05 PM	1:35 PM	2:10 PM	2:40 PM	3:15 PM
Valley & Iris	7:52 AM	8:22 AM	8:57 AM	9:27 AM	10:02 AM	10:32 AM	11:07 AM	11:37 AM	12:12 PM	12:42 PM	1:17 PM	1:47 PM	2:22 PM	2:52 PM	3:27 PM
Walmart West	8:02 AM	8:32 AM	9:07 AM	9:37 AM	10:12 AM	10:42 AM	11:17 AM	11:47 AM	12:22 PM	12:52 PM	1:27 PM	1:57 PM	2:32 PM	3:02 PM	3:37 PM
Smith's	8:08 AM	8:38 AM	9:13 AM	9:43 AM	10:18 AM	10:48 AM	11:23 AM	11:53 AM	12:28 PM	12:58 PM	1:33 PM	2:03 PM	2:38 PM	---	---
Poplar & Boulder	8:20 AM	8:50 AM	9:25 AM	9:55 AM	10:30 AM	11:00 AM	11:35 AM	12:05 PM	12:40 PM	1:10 PM	1:45 PM	2:15 PM	2:50 PM	---	---
Poplar & 19th	8:26 AM	8:56 AM	9:31 AM	10:01 AM	10:36 AM	11:06 AM	11:41 AM	12:11 PM	12:46 PM	1:16 PM	1:51 PM	2:21 PM	2:56 PM	---	---
Downtown Transfer Center (arrive)	8:33 AM	9:03 AM	9:38 AM	10:08 AM	10:43 AM	11:13 AM	11:48 AM	12:18 PM	12:53 PM	1:23 PM	1:58 PM	2:28 PM	3:03 PM	---	---



## 7.2 Financial Plan

The baseline (status quo) financial plan was provided in Chapter 2 as Exhibit 2.7.2. Therefore, the financial plan provided in this chapter will focus on the implementation of the phased recommendations as discussed in the Operations Plan above.

In calculating the cost of the operating recommendations included in the Operations Plan, a FY 2022 base cost per vehicle service hour of \$59.68 for dial-a-ride and \$54.25 for fixed-route will be used (with an annual increase of two percent per year for inflation).

### Financial Impact of Recommendations

#### Phase 1

**1. Update the transit marketing program.**

Rebranding and website design are represented as one-time costs in FY 2022 in Exhibit 7.2.1. Rebranding includes replacement of signage (including bus stop signs), service information, etc. Vehicle rebranding will be undertaken as part of the procurement process as vehicles are replaced. Website collateral redesign falls within both rebranding and the ongoing marketing plan implementation, so it is not represented as a separate line item. Marketing plan implementation is ongoing, with an initial budget that represents approximately two percent of the total transit budget, increasing two percent per annum.

**2. Plan and identify funding for bus stop improvements.**

Both development of a bus stop improvement plan and development of an “adoption”/sponsorship program are one-time costs budgeted for FY 2022. Both activities will require primarily MPO labor.

**3. Establish Social Service Advisory Committee.**

It is expected this recommendation will be handled by the MPO. No cost is estimated, so it is not included as a line items in Exhibit 7.2.1.

**4. Work with Casper VA Clinic to identify mobility options.**

It is expected this recommendation will be handled by the MPO. No cost is estimated, so it is not included as a line items in Exhibit 7.2.1.

**5. Implement Travel Training program.**

An annual budget of \$5,000 per year is recommended to cover labor and supplies for up to two two-hour training sessions per month. This amount can be increased should there be a greater demand for these services.





## Phase 2

### **6. Implement technology to benefit both the system and its customers.**

The majority of the cost for this recommendation is capital and will be reflected within the Capital Plan. It is anticipated the real-time predictive arrival app will have an annual cost for the service, which is estimated at \$10,000.

### **7. Implement a service change that integrates the fixed-route service recommendations identified in Chapter 5.**

There is virtually no difference between the vehicle service hours associated with the current schedule and the vehicle service hours proposed by the service change. Therefore, no service-change related cost is factored into the financial plan for this recommendation. In addition, because there is no expansion of service hours, there is no need to expand the Dial-A-Ride/ADA Paratransit service times. Modest capital costs related to the addition of bus stops is included in the Capital Plan.

### **8. Implement bus stop improvements identified in the bus stop improvement plan prepared during Phase 1.**

Costs to implement the bus stop recommendations are included in the Capital Plan.

### **9. Update fare structure.**

There is expected to be a modest cost for the printing of passes and transfers, some of which may be covered by the marketing budget and the rest already factored into the operating cost (for existing passes). There is no estimated impact on revenue at this time.

## Phase 3

### **10. Implement trial service to the airport.**

The trial service assumes a 90-day (three-month) trial period in FY 2024. The cost is based on 60 vehicle service hours per week for 12 weeks (reflecting a 12-hour service span on weekdays only). The cost can be reduced if there are no same-day reservations accepted (which would necessitate keeping a vehicle and driver on standby throughout the service period). It uses the Dial-A-Ride cost per hour of \$63.23 calculated for FY 2024.

### **11. Introduce evening/weekend service.**

The recommended approach for implementing a TNC ride subsidy program is to establish a program budget and provide rides until the budget is exhausted. This will help the City/MPO more accurately assess demand for the program. A \$10,000 budget is recommended for a 90-day trial, which would cover both administrative costs for setting up the program as well as a budget for providing subsidized trips. If the program is continued, a budget of not less than \$20,000 annually is recommended.

### **12. Increase service frequency on routes as funding allows.**

This recommendation adds a second bus on weekdays and/or Saturdays, depending upon demand. The cost to increase the service frequency on weekdays and Saturday is represented by separate line items for each route in Exhibit 7.2.1. This cost could be reduced by offering the increased service



frequency during peak hours only. For FY 2024, the cost of the increased service frequency is calculated using the fixed-route cost per hour of \$55.59, increasing two percent per annum. As with the Phase 2 service change, since there is no expansion of service hours, there is no need to expand the Dial-A-Ride/ADA Paratransit service times.

Exhibit 7.2.1 5-Year Financial Plan with Recommendations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>REVENUES</b>					
FTA Section 5307	\$1,034,709	\$1,045,056	\$1,055,506	\$1,066,061	\$1,076,722
City of Casper	\$243,000	\$247,860	\$252,817	\$257,874	\$263,031
1% program (sales tax)	\$400,193	\$408,197	\$416,361	\$424,688	\$433,182
State of Wyoming	\$220,952	\$225,371	\$229,878	\$234,476	\$239,166
Natrona County	\$13,500	\$13,500	\$13,500	\$13,500	\$13,500
Other City contributions	\$101,202	\$103,226	\$105,291	\$107,396	\$109,544
Interest	\$5,251	\$5,356	\$5,463	\$5,572	\$5,684
Bus Fares	\$125,232	\$125,858	\$126,487	\$127,120	\$127,755
<b>TOTAL REVENUES</b>	<b>\$3,178,747</b>	<b>\$3,219,480</b>	<b>\$3,260,810</b>	<b>\$3,302,749</b>	<b>\$3,345,306</b>
<b>EXPENSES</b>					
Wages & Salaries	\$1,282,640	\$1,308,293	\$1,334,458	\$1,361,148	\$1,388,370
Benefits	\$309,473	\$315,663	\$321,976	\$328,415	\$334,984
Insurance	\$80,576	\$82,187	\$83,831	\$85,508	\$87,218
Vehicle operations	\$261,423	\$266,652	\$271,985	\$277,424	\$282,973
Operating & contractual expenses	\$192,344	\$196,191	\$200,115	\$204,117	\$208,199
Depreciation	\$5,791	\$5,907	\$6,025	\$6,145	\$6,268
Marketing program (ongoing)	\$45,000	\$45,900	\$46,818	\$47,754	\$48,709
Rebranding	\$20,000	\$0	\$0	\$0	\$0
Website update	\$20,000	\$0	\$0	\$0	\$0
Bus stop improvement plan	\$15,000	\$0	\$0	\$0	\$0
Travel Training program	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Real-time predictive arrival app (annual cost)	\$0	\$0	\$10,000	\$10,000	\$10,000
Trial service to airport	\$0	\$0	\$43,474	\$44,343	\$45,230
Evening/weekend service (TNC program)	\$0	\$0	\$20,000	\$20,400	\$20,808
Increase service frequency - Blue Route (weekdays)	\$0	\$0	\$159,778	\$162,973	\$166,233
Increase service frequency - Blue Route (Saturday)	\$0	\$0	\$21,459	\$21,889	\$22,326
Increase service frequency - Green Route (weekdays)	\$0	\$0	\$161,890	\$165,128	\$168,431
Increase service frequency - Green Route (Saturday)	\$0	\$0	\$21,571	\$22,002	\$22,442
Increase service frequency - Yellow Route (weekdays)	\$0	\$0	\$161,168	\$164,391	\$167,679
Increase service frequency - Yellow Route (Saturday)	\$0	\$0	\$20,347	\$20,754	\$21,170
<b>TOTAL EXPENSES</b>	<b>\$2,237,247</b>	<b>\$2,225,792</b>	<b>\$2,889,895</b>	<b>\$2,947,393</b>	<b>\$3,006,040</b>
Surplus (deficit)	\$941,501	\$993,688	\$370,915	\$355,356	\$339,265



### 7.3 Capital Plan

The Capital Plan reflects the baseline capital plan provided as Exhibit 2.7.3 in Chapter 2 as well as capital costs for recommendations included in the Operations Plan. Those anticipated costs are as follows:

- Bus stop improvements – annual budget of \$15,000 beginning in FY 2023. The City/MPO will need to secure additional funding for these capital costs.
- New bus stops – one-time budget of \$1,000 in FY 2023, to correspond with the service change. The City/MPO will need to secure additional funding for this capital costs.
- Vehicle expansion – adding service frequency to more than one or two routes is likely to eventually require one or more expansion vehicles for fixed-route service to maintain a reasonable spare ratio. These expansion vehicles are budgeted for FY 2025 and FY 2026. The City/MPO can apply for FTA Section 5307 or 5339 funding to cover 80 percent the cost of the vehicles, but will still need to provide a 20 percent local match.

Exhibit 7.3.1 5-Year Capital Plan with Recommendations

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>REVENUES</b>					
FTA Section 5307/5339 (vehicles) (80%)	\$123,600	\$0	\$632,200	\$396,000	\$1,212,600
Local match (vehicles) (20%)	\$30,900	\$0	\$158,050	\$99,000	\$303,150
AVL/MDT/dispatch technology grant	\$360,000	\$0	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$514,500</b>	<b>\$0</b>	<b>\$790,250</b>	<b>\$495,000</b>	<b>\$1,515,750</b>
<b>EXPENSES</b>					
Vehicle purchases (The Bus) (replacement)	\$0	\$0	\$654,000	\$168,000	\$345,000
Vehicle purchases (CATC) (replacement)	\$154,500	\$0	\$136,250	\$0	\$833,750
AVL/MDT/dispatch technology	\$360,000	\$0	\$0	\$0	\$0
Bus stop improvements	\$0	\$15,000	\$15,000	\$15,000	\$15,000
New bus stops	\$0	\$1,000	\$0	\$0	\$0
Vehicle purchases (The Bus) (expansion)				\$327,000	\$337,000
<b>TOTAL EXPENSES</b>	<b>\$514,500</b>	<b>\$16,000</b>	<b>\$805,250</b>	<b>\$510,000</b>	<b>\$1,530,750</b>
Additional funding needed (deficit)	\$0	-\$16,000	-\$15,000	-\$15,000	-\$15,000



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