

**SOUTHEAST VALLEY
TRANSIT SYSTEM STUDY**

PROJECT MANAGEMENT PLAN

Prepared for:



**Maricopa Association of Governments
Valley Metro**

Prepared by:

URS

April 2014



Table of Contents

1.0	INTRODUCTION.....	1
2.0	STUDY GOALS AND OBJECTIVES.....	1
3.0	STUDY AREA	1
4.0	TECHNICAL APPROACH.....	3
5.0	CRITICAL ISSUES FOR SUCCESS.....	11
6.0	PROJECT ADVISORY COMMITTEE.....	12
7.0	PROJECT TEAM ORGANIZATION	13
8.0	PROJECT SCHEDULE.....	14
9.0	COMMUNICATION AND COORDINATION.....	15
10.0	PROJECT MANAGEMENT	15
11.0	DOCUMENTS AND DELIVERABLES.....	16

List of Figures

Figure 1: Study Area.....	2
Figure 2: Key Study Tasks	4
Figure 3: Project Organization Chart.....	13
Figure 4: Project Schedule	14

List of Tables

Table 1: Project Advisory Committee Members.....	12
Table 2: Project Team.....	13

Appendix

Appendix A	Existing Transit Maps
Appendix B	Public Involvement Plan



1.0 INTRODUCTION

The Southeast Valley Transit System Study will analyze transit services and ridership demand in transit-established and transit-aspiring communities within a multi-jurisdictional subarea of the Maricopa Association of Governments (MAG) region. The study area encompasses the full extents of the City of Tempe, City of Mesa, Town of Guadalupe, City of Chandler, Town of Gilbert, City of Apache Junction, Town of Queen Creek, City of Maricopa, and Town of Florence. In addition, the study area also includes portions of the City of Phoenix (Village of Ahwatukee), Unincorporated Maricopa County, Pinal County, and the Gila River Indian Reservation. Beyond the jurisdictional extents of the study area, this study will also include input from transit partners that operate within the study area such as the City of Coolidge. A key outcome will be to identify short-, mid-, and long-term recommendations to promote an integrated, demand driven, and performance-based transit system that connects the communities of the Southeast Valley and provides links to the existing and planned regional transit network.

The purpose of this Project Management Plan (PMP) is to provide a management tool to guide the study and as an informational overview for project participants and interested parties. The PMP describes the overall approach for the study in terms of the overall goals and scope for the study; the study area boundaries; the advisory council, responsibilities, lines of communication, and schedule. The PMP is intended to be a flexible document, and the management team implementing the PMP may develop more detailed working procedures for each function or task as needed.

2.0 STUDY GOALS AND OBJECTIVES

The Southeast Valley Transit System Study will evaluate the existing transit network that serves the study area and produce a transit system plan that provides recommendations for the future. This plan will also help to develop strategies for implementing and funding these future service recommendations.

The key study objectives for this effort are:

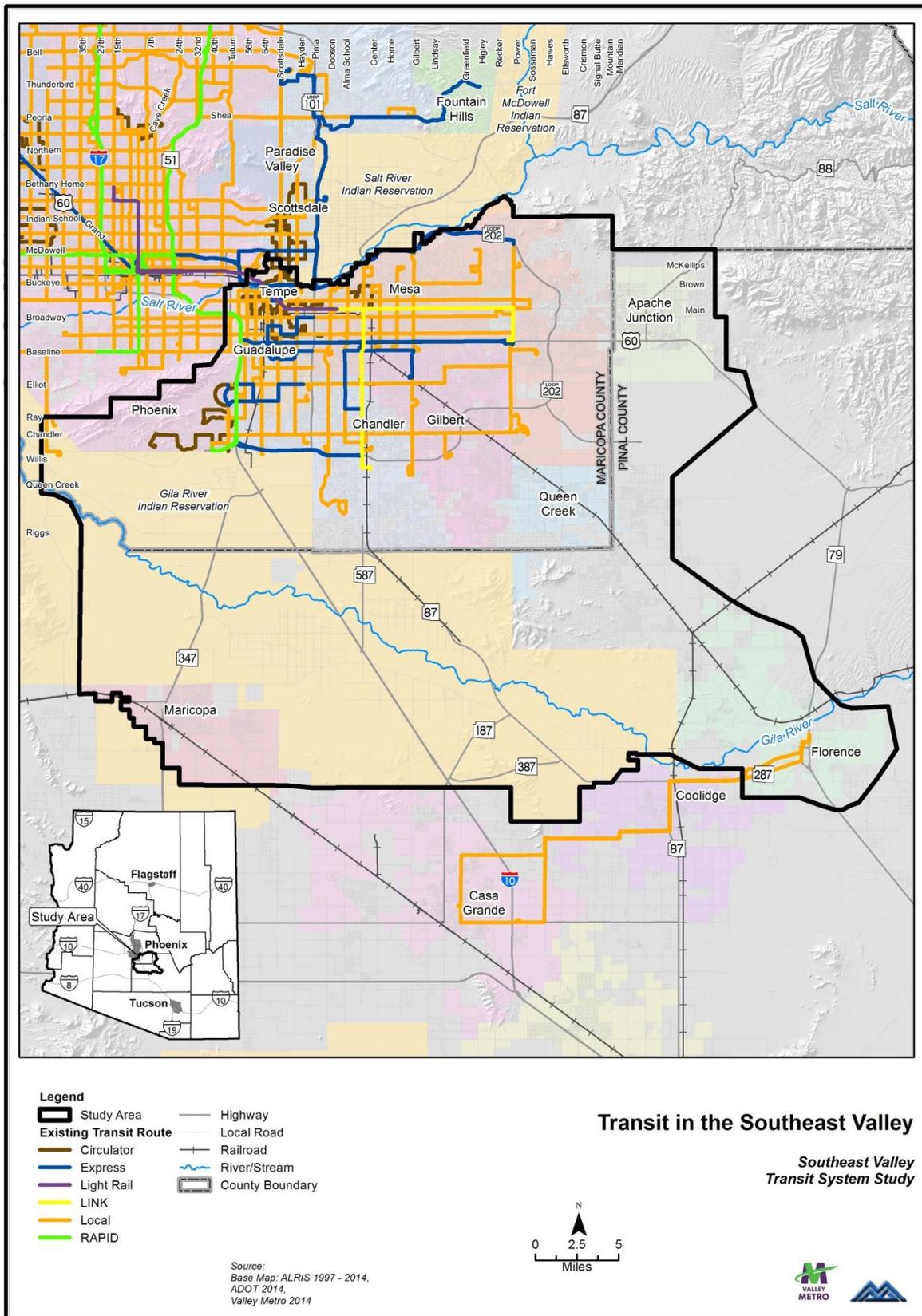
- Identify efficiencies and service gaps for existing and future transit services including:
 - Optimizing existing services
 - Identifying current unmet needs
 - Addressing changing study area conditions
- Develop recommendations for addressing short-, mid-, and long-term transit needs
- Investigate funding strategies and partnership opportunities

3.0 STUDY AREA

The proposed study area includes all or parts of the jurisdictions of Tempe, Mesa, Guadalupe, Chandler, Gilbert, Apache Junction, Queen Creek, Florence, Phoenix, Gila River Indian Reservation and Maricopa and Pinal Counties. Figure 1 illustrates the study area boundary as well as the existing transit network. The study area encompasses a variety of land use types including urban, suburban, and rural development patterns. The jurisdictions within the study area have experienced rapid population growth over the last decade, and are projected to continue to add population and employment in the future.



Figure 1: Study Area



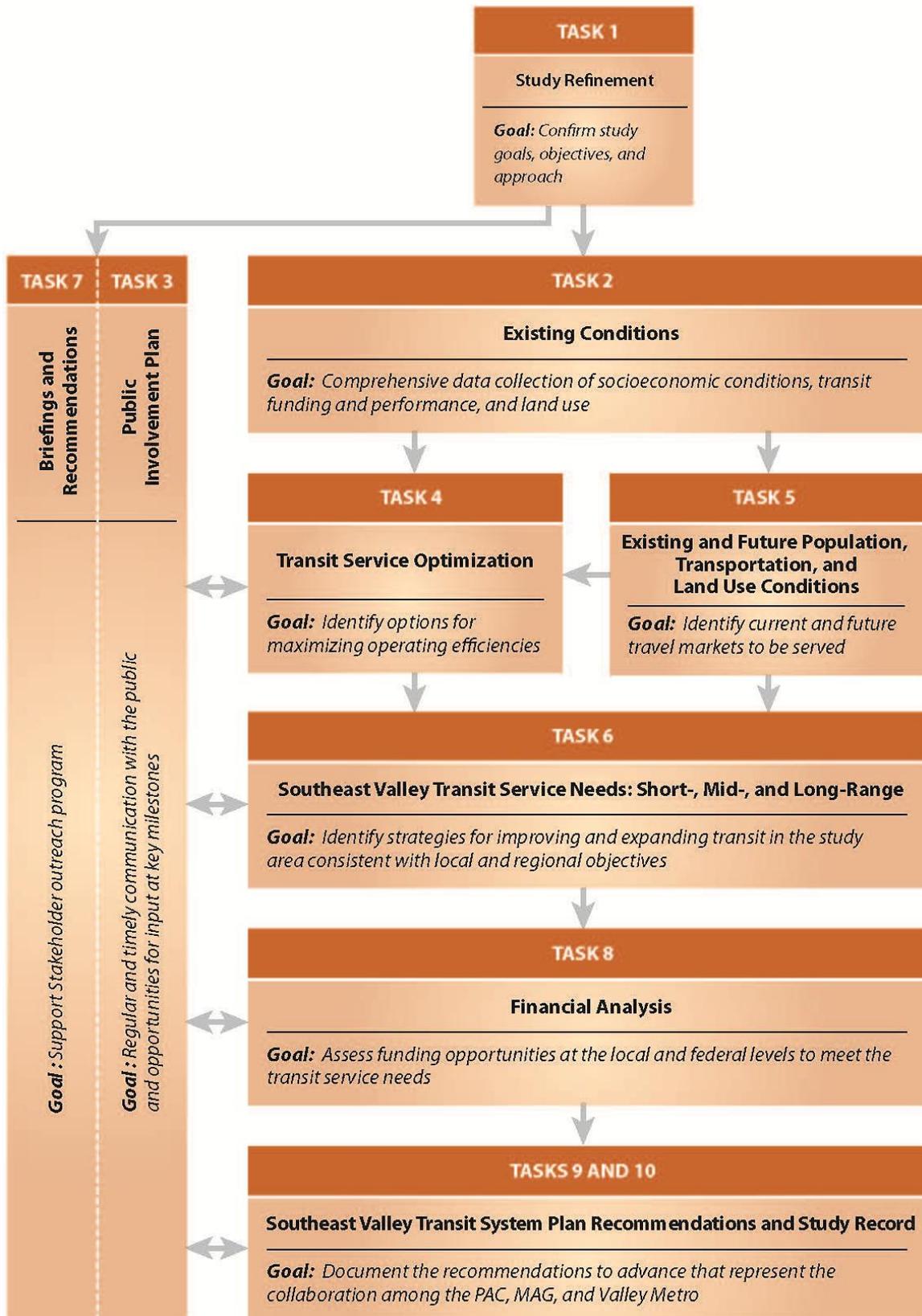


4.0 TECHNICAL APPROACH

The following section describes the technical approach and Project Work Plan developed to organize, execute, and deliver the results of this study to MAG, Valley Metro and the Southeast Valley communities that comprise the Project Advisory Committee (PAC). Figure 2 summarizes the intent of the primary tasks. As part of Task 1, MAG, Valley Metro and the URS Consultant Team will collaborate as the Project Management Team (PMT) to refine and finalize the Scope. The URS Project Manager will be responsible for outlining the approach to each primary task or study product to guide the efforts of the team. A separate Public Involvement Plan has been prepared to detail study outreach activities.



Figure 2: Key Study Tasks





TASK 1 – STUDY REFINEMENT

Objective:

Confirm the study goals, objectives, and approach.

Approach:

The study team conducted individual meetings with each of the communities and transit partners represented in the study area. The purpose of these meetings was to discuss the key transit issues in each community, understand expectations for this study, and plan for coordinated efforts on public outreach. Specific efforts to refine the approach to the transit optimization task include collaboration among MAG, Valley Metro, and the cities of Phoenix and Tempe regarding the available data, approach, and priorities for optimization. The scope and schedule will be refined if needed based on this input.

Task 1 Deliverables:

- Working Paper #1 – Project Management Plan

TASK 2 – DATA COLLECTION AND EXISTING CONDITIONS

Objective:

Perform a comprehensive data collection effort that will include an understanding of the findings and results from previous studies and recommendations that will support other study tasks.

Approach:

Current conditions to be documented include land use, population and employment, the existing transit network including para-transit and transportation demand management (TDM) strategies, and current, available, and projected funding for transit in the study area. These efforts will result in the following:

- Build a solid foundation and understanding of the study area communities for the analysis of primary travel patterns throughout the Southeast Valley;
- Develop individual bus route profiles that summarize service characteristics, ridership information, and statistics that relate to performance;
- Develop and document knowledge of community objectives, opportunities, and constraints; and
- Characterize the current transit service levels and assets in the study area and how they are funded.

Task 2 Deliverables:

- Working Paper #2 – Existing Conditions

As part of ongoing data collection efforts, maps of the existing transit network have been appended to this PMP as Appendix A.



TASK 3 – PUBLIC INVOLVEMENT PLAN

Objective:

Facilitate the successful completion of this study by seeking input from the public and using that input to help design an effective transit system to the Southeast Valley. The Public Involvement Plan (PIP) will identify stakeholders and targeted activities from which to gain input.

Approach:

Valley Metro Community Relations staff will develop and implement a PIP to execute public outreach activities throughout the study. The PIP will be a “living” document, which means that it may be revised throughout the study, as needed to respond to lessons learned, changed conditions, or the needs of the study.

Task 3 Deliverables:

- Working Paper #3 – Public Involvement Plan
- A survey to gauge public perception of transit in the Southeast Valley.
- Record of public and stakeholder meetings
- Project fact sheets and/or newsletters
- PowerPoint or other presentation materials for use at stakeholder group meetings, City Council or advisory groups, etc.
- Final project brochure

A PIP is appended to this PMP as Appendix B.

TASK 4 – TRANSIT SERVICE OPTIMIZATION

Objective:

Conduct a transit service optimization review to identify recommendations for maximizing operating efficiencies.

Approach:

Collaboratively work with MAG, Valley Metro and the transit planning staff from the cities of Phoenix and Tempe at the individual route and network level, using available data and HASTUS scheduling tools. Field work and a series of workshops will be part of this task. These efforts will include:

- A systematic review of service design and scheduling practices and related performance indicators;
- Access to the current HASTUS system and the creation of project scheduling files;
- Prioritization of segment analysis activities that will be applied to select routes based on data in the HASTUS Rider Module with a focus on “network spine routes”;
- Review individual routes and the service network for current and potential performance based on role in the network, relationship to future trends and planned transportation improvements;
- Develop recommendations for service design and scheduling improvements; and
- Scheduling review questionnaire to identify key scheduling process attributes, performance indicators and trends for all service scheduled in the study area.

**Task 4 Deliverables:**

- Technical Memorandum: Transit Optimization Program Review
- Working Paper #4 – Efficiencies in Current and Planned Transit Improvements
- Minimum of (3) Transit Optimization Workshops to include:
 - Review of the current route/network performance and scheduling approaches and processes;
 - Initial service concepts, network configurations, and scheduling approaches; and
 - Review optimization findings and recommendations.

TASK 5 – EXISTING AND FUTURE POPULATION, TRANSPORTATION, AND LAND USE CONDITIONS**Objective:**

Evaluate and summarize socioeconomic and demographic conditions, transportation and land use information, and travel patterns in the study area to characterize travel markets and determine the market need for the study area's short-, mid-, and long-range transit options.

Approach:

Overlay travel patterns with the existing and planned transit network to identify travel markets that are being served, underserved, or not served at all. Travel patterns in the study area will be analyzed to determine service gaps in the study area. The identification of travel patterns will include an analysis of transit dependent populations, high population and employment densities, and areas of high senior population. In addition, other factors that will be reviewed include:

- Study area socioeconomic and demographic data;
- Existing and planned activity centers, employment centers, land use data, development codes and plans;
- Transit ridership and market demand;
- Regional demand forecasts from the MAG TransCAD model;
- Inventory and documentation of current transit infrastructure including bus stops, transit centers, park-and-rides, and pedestrian accessibility;
- Document best practices and strategies of peer transit systems; and
- National, regional and local trends impacting transit ridership.

Information and data collected will be evaluated, analyzed, and understood in relation to the existing Valley Metro Transit Service Standards and Performance Measures. Service planning criteria will be developed using these existing conditions and the Valley Metro Service Standards as a baseline for improvements to existing transit services.

Task 5 Deliverables:

- Technical Memorandum: Transit Service Planning Screening Criteria, Data Summary, and Best Practices
- Working Paper #5 – Existing and Future Population, Transportation, and Land Use Conditions



TASK 6 – SOUTHEAST VALLEY TRANSIT SERVICE NEEDS: SHORT-, MID-, AND LONG-RANGE

Objective:

Identify potential transit expansion opportunities and their application within the study area. Determine the phased transit needs for the short-, mid-, and long-range time frames.

Approach:

In coordination with the PAC member cities this task will combine affordability, cost-effectiveness, coverage, and equity amongst jurisdictions to develop a transit plan that will identify short-, mid-, and long-range recommendations for the Southeast Valley communities. The evaluation will consider local circulation and opportunities to connect with the regional transit network. The analysis will include:

- In coordination with PAC member communities, develop recommendations based on the outcomes of the transit optimization task, priorities identified in local plans, observations on unmet needs, and analysis of future travel patterns from task 5;
- Potential transit supportive policies and guidelines to improve ridership and access;
- Proposed level of service, routing alignments, infrastructure improvements and service modes that are consistent with the Valley Metro Service Standards and Performance Measures;
- Proposed baseline level of transit service for each planning phase;
- Opportunities to connect to neighboring and regional transit services;
- Identify early action transit implementation areas for transit aspiring communities;
- Develop short-, mid-, and long-range service plan based on performance, market demand, transit dependent populations, local circulation and connections to activity centers within the study area;
- Develop innovative and cost-effective solutions to meet the needs of changing demographic trends
- Utilize the Valley Metro Service Standards and Performance Measures as an evaluation methodology to assess future implementation of transit services.

Due to the study area size, recommendations for future transit service will be categorized into three service zones including:

- Transit Optimization/Core Zone – Focus on optimizing existing transit services;
- Transit Emerging/Aspiring Zone – Focus on improvements to service in growing communities on the fringe of the existing transit network; and
- Regional Connection Zone – Focus on service for communities in northern Pinal County that have little to no existing transit service.

Task 6 Deliverables:

- Technical Memorandum: Goals and Objectives for the various planning horizons and additional refinement of timeframes/planning horizons
- Working Paper #6 – Southeast Valley Transit Service Needs: Short-, Mid-, and Long-Range



TASK 7 – BRIEFINGS AND PRESENTATIONS

In coordination with MAG, Valley Metro, and the PAC member cities, briefings and presentations will be held for elected officials, residents, non- and for-profit entities, and other interested stakeholders throughout the project as needed. These meetings and presentations will provide project updates and solicit feedback on the project process and recommendations as needed.

Task 7 Deliverables:

- Working Paper #7 – Summary of Briefings and Presentations

TASK 8 – FINANCIAL ANALYSIS

Objective:

Conduct a financial analysis for the service options developed in Task 6, including preliminary costs and potential funding sources.

Approach:

Develop costs that are reflective of the capital needs of proposed options and associated operating costs. This analysis will include:

- Funding requirements, including annual capital and operating costs;
- System life cycle costs, maintenance, replacement and expansion schedules; and
- Funding strategies and opportunities, including potential local funding options

The following potential funding sources are options to fund the transit service recommendations. These options will help to develop alternative funding solutions and strategies for short-, mid-, and long-range recommended transit service plans.

- Federal transit assistance programs
- Future regional or sub regional funding
- Local tax options and special districts
- Farebox revenues
- Private contract revenues

Task 8 Deliverables:

- Technical Memorandum: Preliminary Cost Estimates
- Working Paper #8 – Financial Analysis



TASK 9 – SOUTHEAST VALLEY TRANSIT SYSTEM STUDY RECOMMENDATIONS

Objective:

Develop a comprehensive, phased, demand-, and market-based set of service recommendations to enhance, optimize, and coordinate public transportation services in the Southeast Valley.

Approach:

Develop an implementation plan that outlines transit network recommendations for the short-, mid-, and long-range planning horizons to include:

- Route alignments, service levels, and supportive infrastructure;
- Detailed financial plan per implementation phase;
- Service evaluation plan for meeting, outperforming, or addressing underperforming service based on the Valley Metro Transit Standards and Performance Measures; and
- Strategies for individual jurisdictions for implementing service recommendations..

Task 9 Deliverables:

- Working Paper #9 – Southeast Valley Transit System Plan Recommendations
- Southeast Valley Transit Service Plan Final Brochure
- Electronic presentation of the final plan, development process, timeline, key findings, and summary of recommendations

TASK 10 – STUDY RECORD

Assemble all final work products for the study tasks into a complete study record.

Task 10 Deliverables:

- Study record and meeting summaries



5.0 CRITICAL ISSUES FOR SUCCESS

There are two issues that deserve special attention in order to successfully meet the goals and objectives of this study: the diverse expectations of the large stakeholder group, and the details of the transit service optimization task (Task 4). These issues will be critical for MAG, Valley Metro and the PAC member communities to understand.

The large and diverse stakeholder group includes eleven Southeast Valley jurisdictions, each of which is represented as part of the PAC. The characteristics of this group will help to address the unique challenges and opportunities of developing a set of cohesive short, mid, and long-range transit recommendations and the associated funding schemes that are acceptable to MAG, Valley Metro, and the PAC member communities as a whole. The PMT recognizes this diversity and will actively address these challenges by maintaining ongoing communications with each of the PAC member communities about the study efforts as the various analyses and plans take shape. This communication will take place within the PAC as well as in individual community meetings or contacts so that individual jurisdictional concerns can be identified earlier rather than later in the formation of the plan, thus improving the opportunity for successful mitigation and coherent incorporation of these concerns, as appropriate, into the various recommendations.

Transit service optimization is the task focused on improving efficiencies in deployment of transit services within the Southeast Valley with a special focus on the HASTUS scheduling tools. This type of effort is not normally part of a planning study of this nature. The special challenge with this task is to make the best use of the limited data and optimization resources available. The proposed approach to address this challenge includes obtaining agreement up front from the subset of stakeholders participating in this effort as well as input from PAC member communities on the focus and priorities for the optimization task. This agreement will be obtained early in Task 4 after the optimization team has had a chance to further scope this task and provide options to the participating jurisdictions on the candidate focus areas, their costs and potential benefits.



6.0 PROJECT ADVISORY COMMITTEE

Collaboration with the PAC will be a critical component of the study. The PAC is comprised of representatives of the stakeholder jurisdictions and the agencies that operate or plan for transit in the study area (as listed in Table 1). Overall direction for the project is provided by MAG and Valley Metro. The PAC shall provide insight into policy and stakeholder coordination, and technical review of the study products. The PAC will meet bimonthly early in the project and then convene on a monthly basis as input is needed on project recommendations.

Table 1: Project Advisory Committee Members

Agency / Jurisdiction	Contact	Email
MAG	Marc Pearsall 602.452.5094	mpearsall@azmag.gov
Valley Metro	Jorge Luna 602.744.5543 Sonya Pastor La Sota 602.744.5584	jluna@valleymetro.org spastor@valleymetro.org
Apache Junction	Giao Pham 480.474.8513	gpham@ajcity.net
Chandler	Jason Crampton 480.782.3402	jason.crampton@chandleraz.gov
Coolidge	Jill Dusenberry 520.723.6014	jilld@coolidgeaz.gov
Florence	Jess Knudson 520.868.7541	jess.knudson@florenceaz.gov
Gila River Indian Reservation	Sasha Saliego 520.562.6306	sasha.pachito@gric.nsn.us
Gilbert	Leslie Hart Bubke 480.503.6823	leslie.hart@gilbertaz.gov
Guadalupe	Rose Mary Arellano 480.505.5367	rosemary@guadalupeaz.org
Maricopa County	Denise Lacey 602.506.6172	deniselacey@mail.mariocpa.gov
Maricopa	David Maestas 520.316.6948	david.maestas@maricopa-az.gov
Mesa	Jodi Sorrell 480.644.5541	jodi.sorrell@mesaaz.gov
Phoenix	Farshid Akhavan 602.534.1761	farshid.akhavan@phoenix.gov
Pinal County	Doug Hansen 520.866.6407 Travis Ashbaugh 520.866.6934	doug.hansen@pinalcountyaz.gov travis.ashbaugh@pinalcountyaz.gov
Queen Creek	Mohamed Youssef 480.358.3144	mohamed.youssef@queencreek.org
Tempe	Robert Yabes 480.350.2734	robert_yabes@tempe.gov



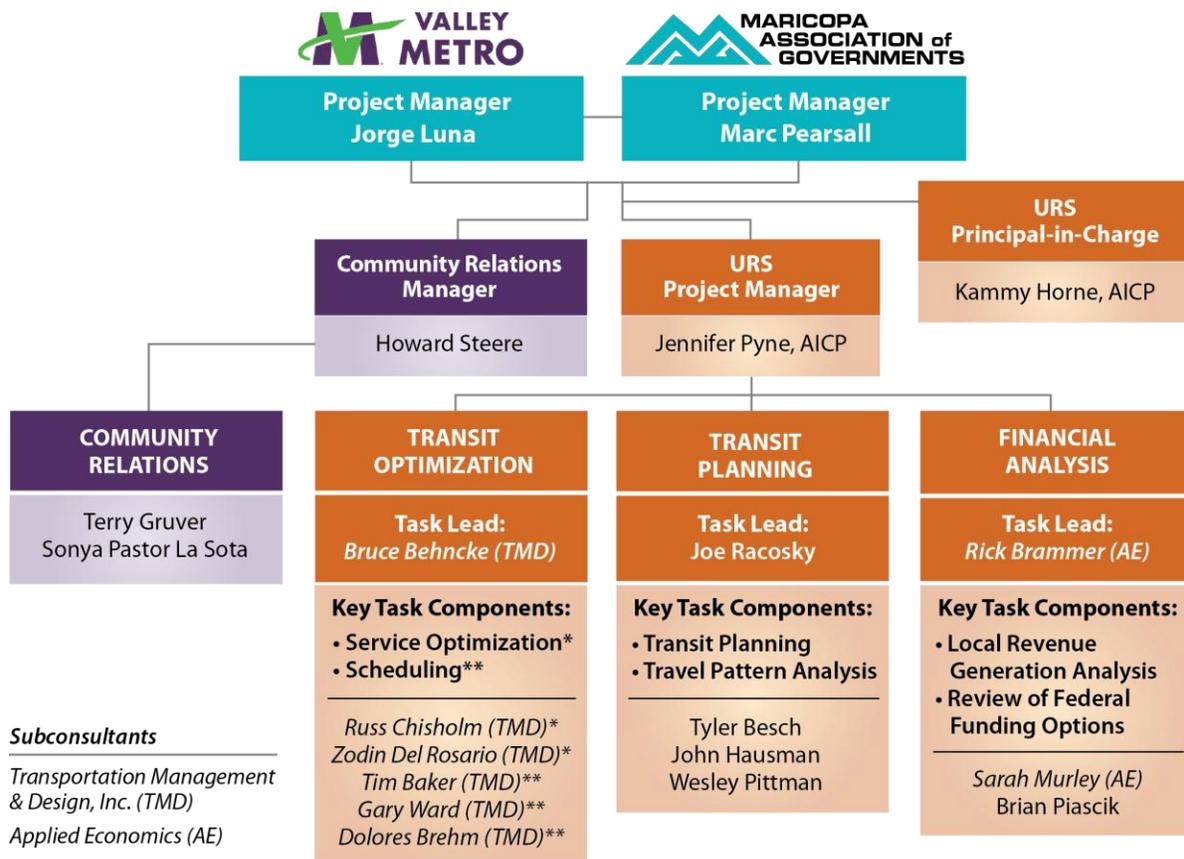
7.0 PROJECT TEAM ORGANIZATION

This study will be co-managed by both MAG and Valley Metro and their respective project managers Marc Pearsall and Jorge Luna. The URS Consultant Team is comprised of URS and two sub consultants, as shown in Figure 3. The primary point of contact for the URS Team is Project Manager, Jennifer Pyne. Contact information and project roles for the key members of the Project Team are provided in Table 2.

Table 2: Project Team

Name	Agency/Firm	Project Role	Contact Information
Marc Pearsall	MAG	Project Manager	mpearsall@azmag.gov
Jorge Luna	Valley Metro	Project Manager	jluna@valleymetro.org
Howard Steere	Valley Metro	Community Relations Manager	hsteere@valleymetro.org
Kammy Horne	URS	Principal-in-Charge	kammy.horne@urs.com
Jennifer Pyne	URS	URS Project Manager	jennifer.pyne@urs.com
Joe Racosky	URS	Transit Planning Lead	joe.racosky@urs.com
Bruce Behncke	TMD	Transit Optimization Lead	bbehncke@tmdinc.net
Rick Brammer	Applied Economics	Financial Analysis Lead	rbrammer@appliedeconomics.net

Figure 3: Project Organization Chart

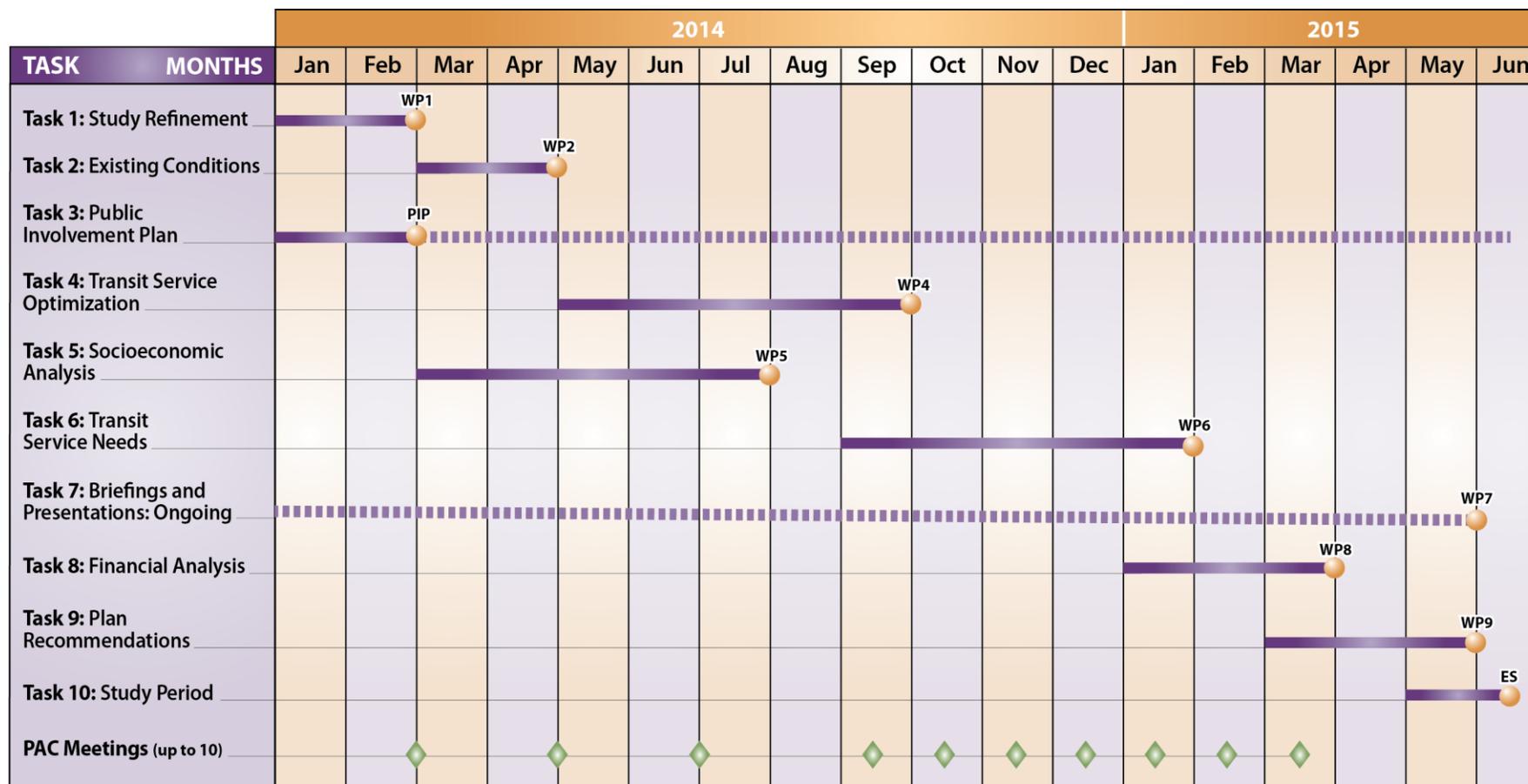




8.0 PROJECT SCHEDULE

The schedule for completion of the study is shown as Figure 4. The study will be completed within 18 months, by June 2015.

Figure 4: Project Schedule



WP = Working Paper PIP = Public Involvement Plan ES = Executive Summary ● Deliverable



9.0 COMMUNICATION AND COORDINATION

Marc Pearsall and Jorge Luna will be the primary contacts for this study at MAG and Valley Metro respectively. Jennifer Pyne will be the primary point of contact for the URS Consultant team. Media and public communication will be conducted through Valley Metro Community Relations. Public communications via the stakeholders participating on the PAC will be coordinated through specific contacts as discussed at individual PAC member meetings and identified in Table 1.

Any news media or public-initiated contacts should be referred to Valley Metro's Community Relations Manager, Howard Steere.

10.0 PROJECT MANAGEMENT

QUALITY CONTROL

URS has established a Quality Assurance Program to set quality guidelines for project activities. The URS Quality Assurance Program is guided by a Quality Assurance/Quality Control (QA/QC) manual and by supplementary plans, procedures, and instructions describing quality assurance guidelines and organizational responsibilities for implementing these guidelines. The URS Project Manager is responsible for assuring project compliance with these procedures and guidelines.

Key elements of the QA/QC process for this study are described below:

- Develop Project Management Plan. This plan (Working Paper #1) provides the overall steps for executing the project, assigns personnel roles and responsibilities, identifies the schedule, and develops the communication protocols and coordination requirements throughout the process to all project team members and sub consultants.
- Perform Detail Checking. All information in a deliverable given to a client is verified for editorial precision and completeness by a Senior Professional who is independent from the originator of the document. The Senior Professional will be a part of the project team and familiar with the project; the appropriate individual will be identified for each deliverable depending on the content and level of technical detail.
- Perform Independent and Technical Reviews. Prior to submission to the client, all substantive work performed or identified as a significant deliverable shall undergo an independent technical review (ITR) to verify the quality and integrity of the project tasks and written work products, to verify that the deliverables are in accordance with the scope of work and to verify compliance with the standard of professional practice.

Reviewers will be identified by the URS Project Manager. Deliverables completed by sub consultants will be reviewed by the URS Project Manager or designated reviewer prior to submittal to MAG and Valley Metro.



BUDGET AND COST CONTROL

The URS Project Manager will be responsible for managing each phase of the project budget. Budgets for each task will be established and managed by all team members. Task budgets and status-of-task completion data will be summarized for monthly reporting to the MAG Project Manager.

Changes in scope must be prepared in writing and agreed to by MAG, Valley Metro, and URS. Any modifications or additions to the original scope or budget authorization must be authorized in writing by MAG.

URS will prepare monthly progress reports. URS will be responsible for developing and maintaining all scheduling, cost estimating, budgeting, cost tracking, reporting, and forecasting systems. Work progress, schedule, and budget status will be documented on a monthly basis in a report to MAG.

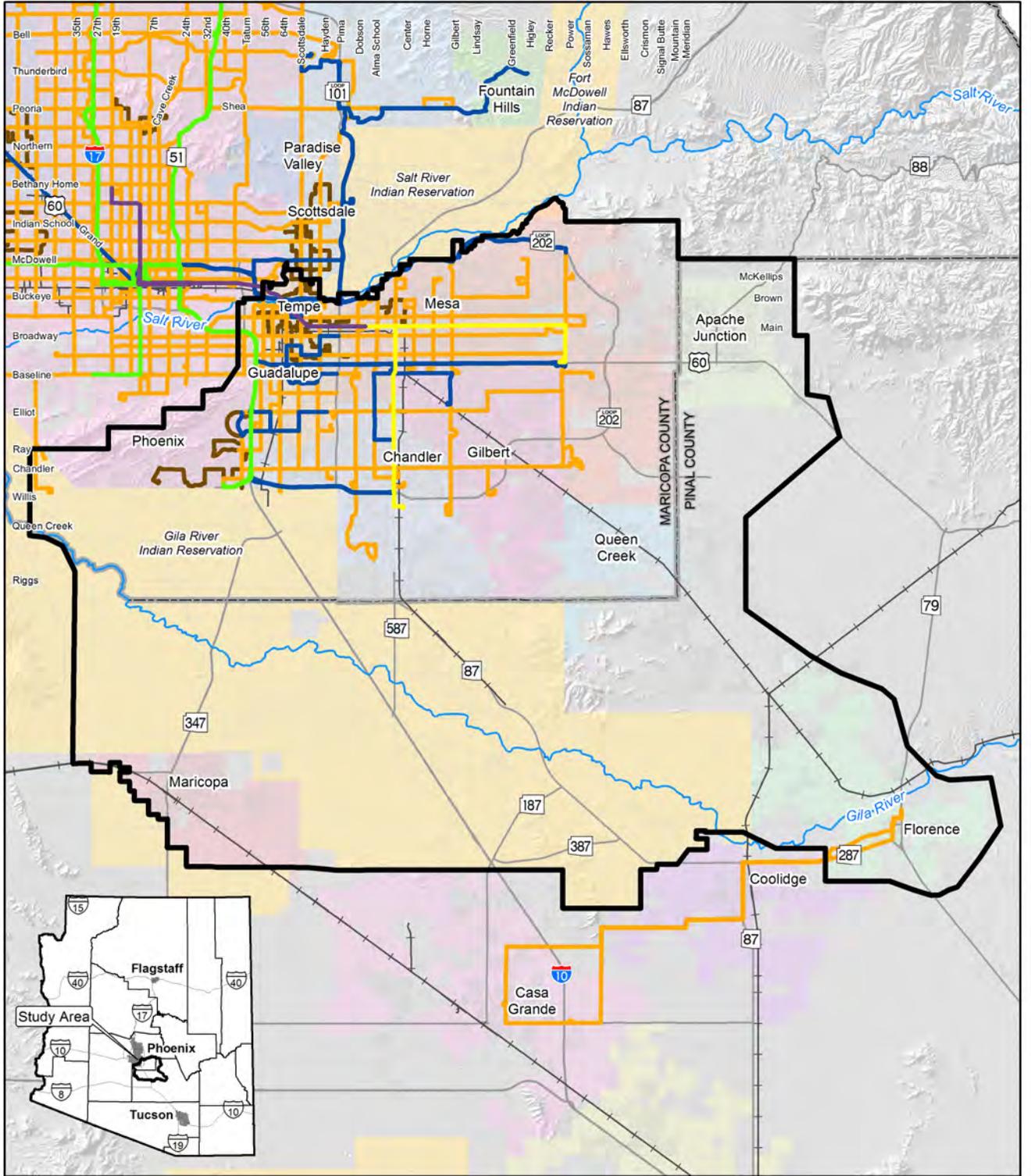
11.0 DOCUMENTS AND DELIVERABLES

All deliverables will be submitted to the MAG and Valley Metro Project Managers and members of the PAC through electronic means such as e-mail or an ftp site. All final deliverables will be submitted via hard copy. Subconsultants will not submit written documents or communications to either MAG or Valley Metro without prior approval from the URS Project Manager or designee.



Appendix A

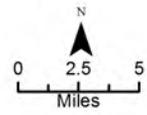
Existing Transit Maps



- Legend**
- Study Area
 - Highway
 - Existing Transit Route**
 - Circulator
 - Express
 - Light Rail
 - LINK
 - Local
 - RAPID
 - Local Road
 - Railroad
 - River/Stream
 - County Boundary

Transit in the Southeast Valley

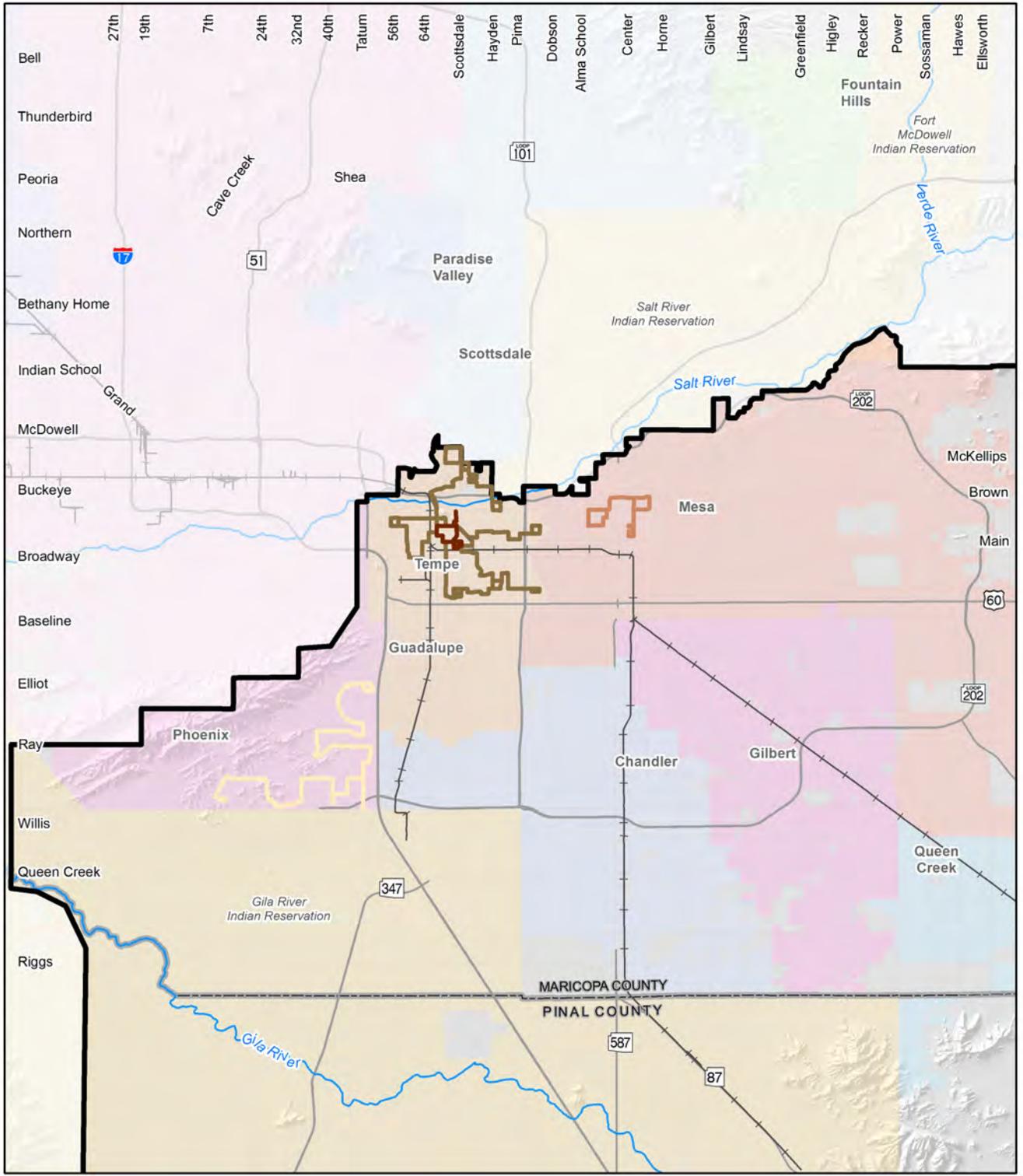
*Southeast Valley
Transit System Study*



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Valley Metro 2014

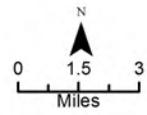


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- Legend**
- Study Area
 - Highway
 - Local Road
 - Existing Transit Route, Weekday Off Peak Headway
 - Railroad
 - River/Stream
 - County Boundary
 - Circulator, 10
 - Circulator, 15
 - Circulator, 30
 - Circulator, 60

Circulators Weekday Off Peak Headways

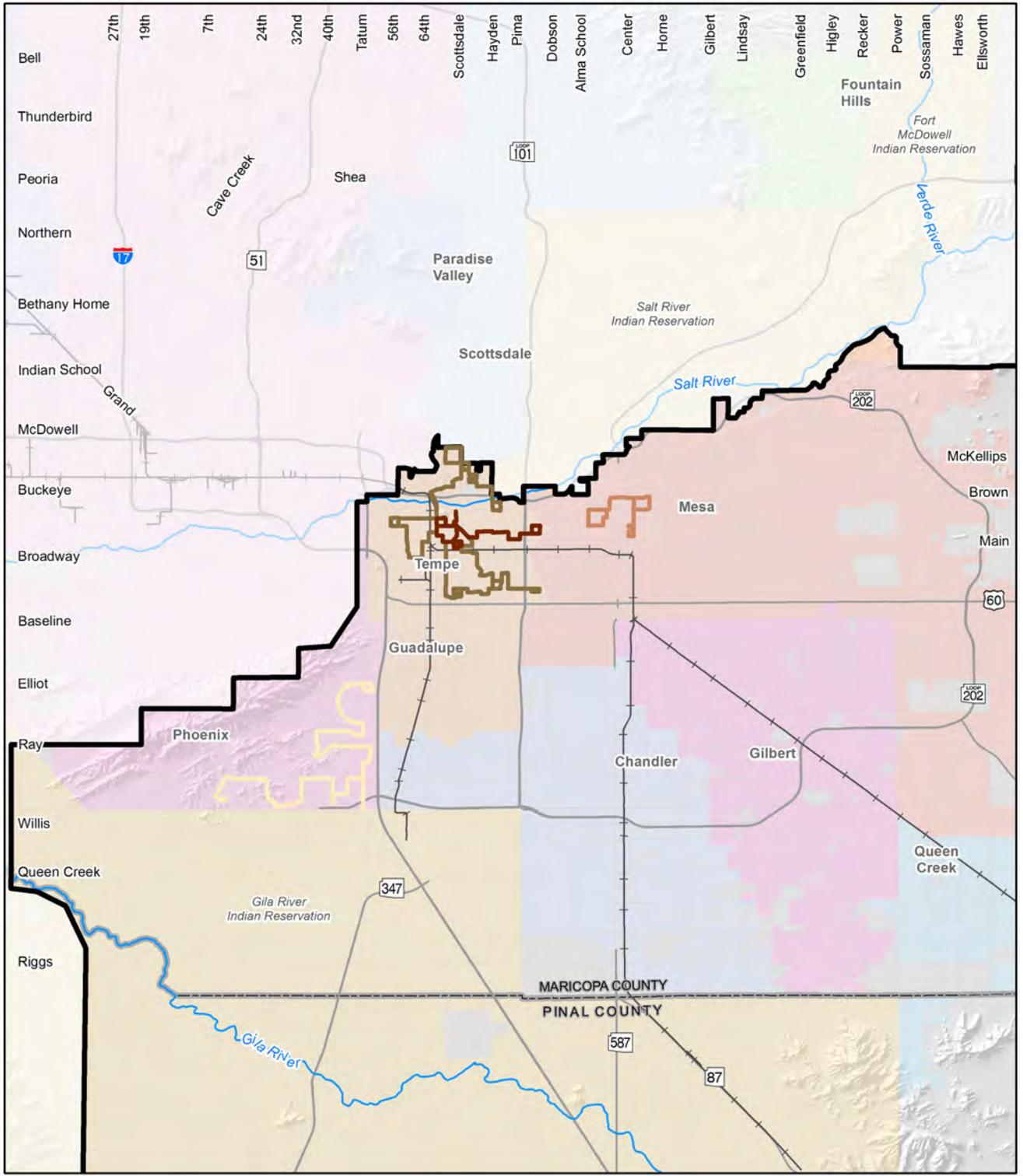


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**Southeast Valley
Transit System Study**



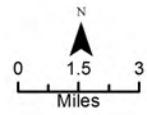
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Circulators Weekday Peak Headways

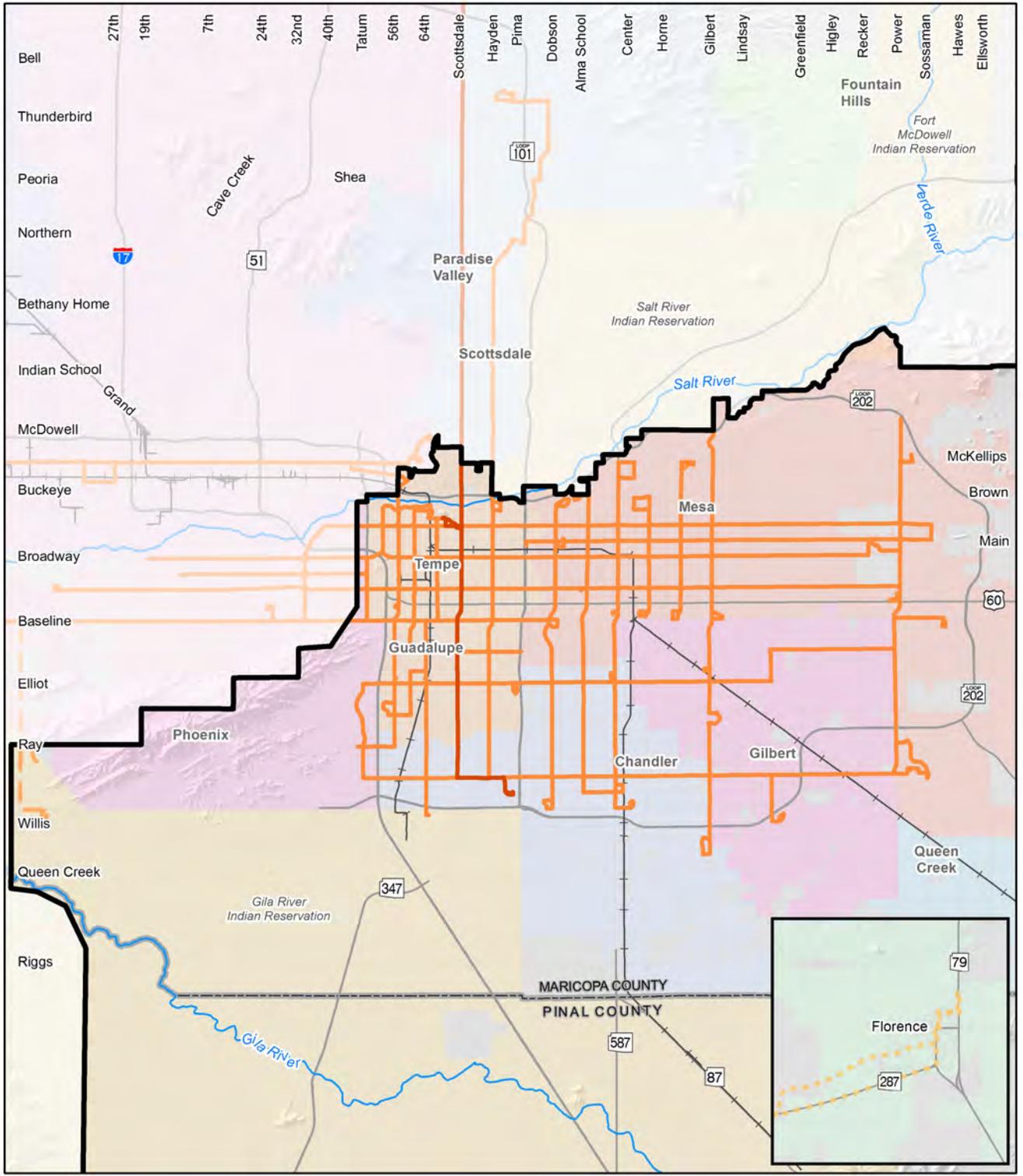
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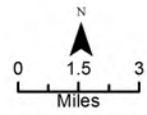
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Local Weekday Off Peak Headways

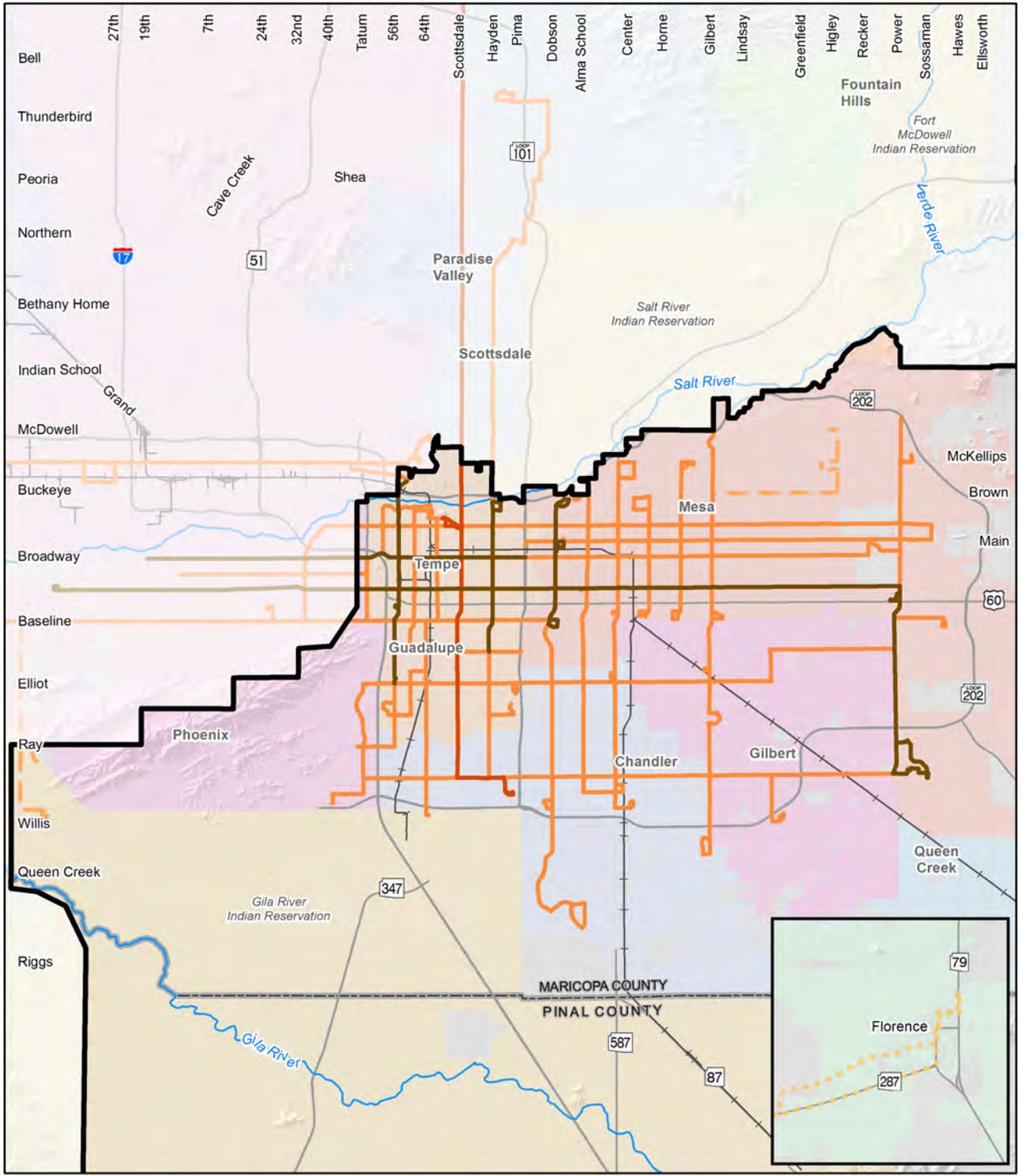
Southeast Valley Transit System Study



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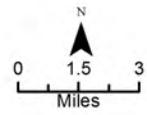
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Local Weekday Peak Headways

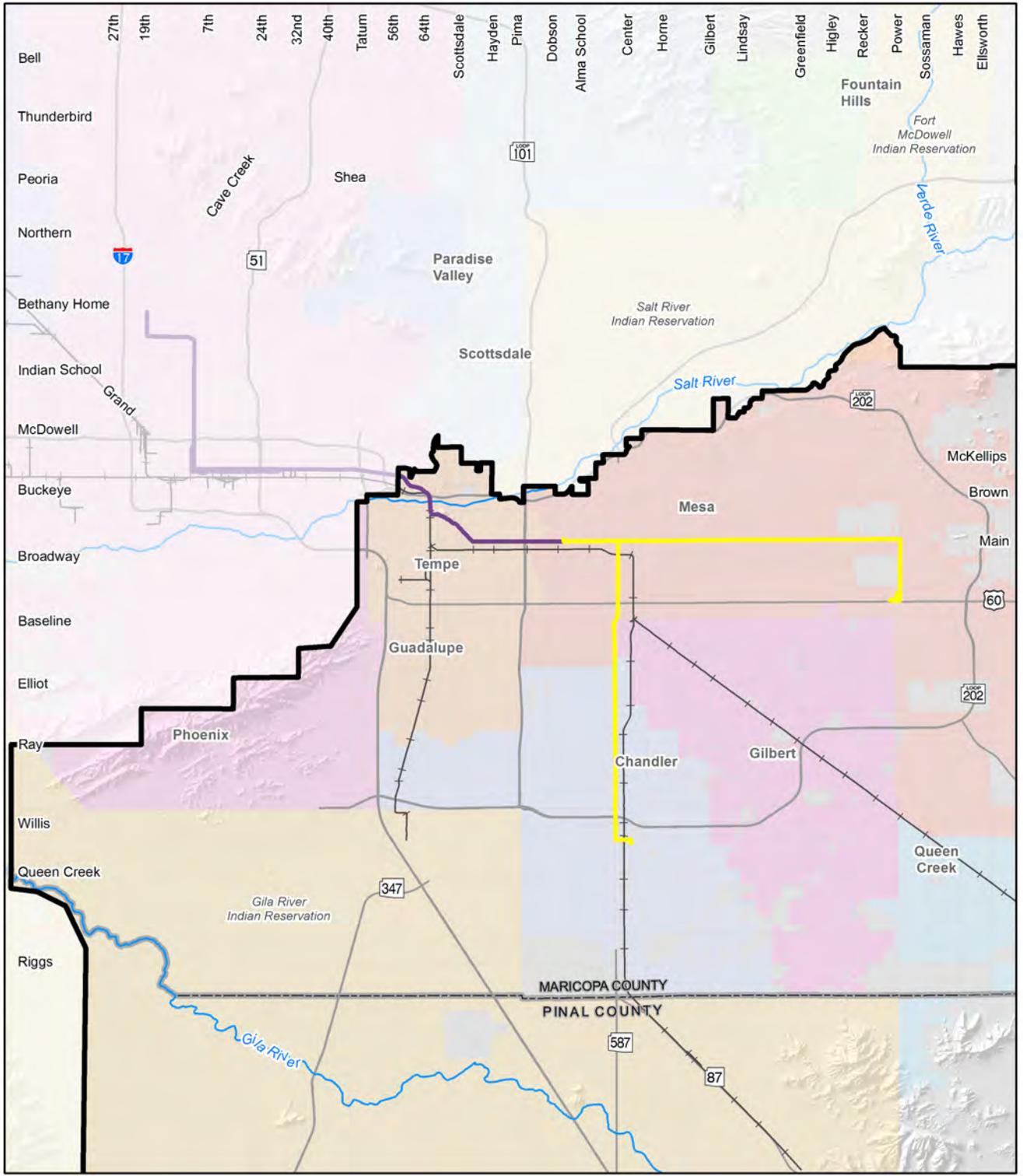
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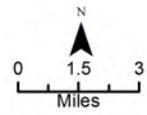


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 - Railroad
 - River/Stream
 - LINK, 25
 - Light Rail (LRT), 12
 - County Boundary

LRT and LINK Weekday Off Peak Headways

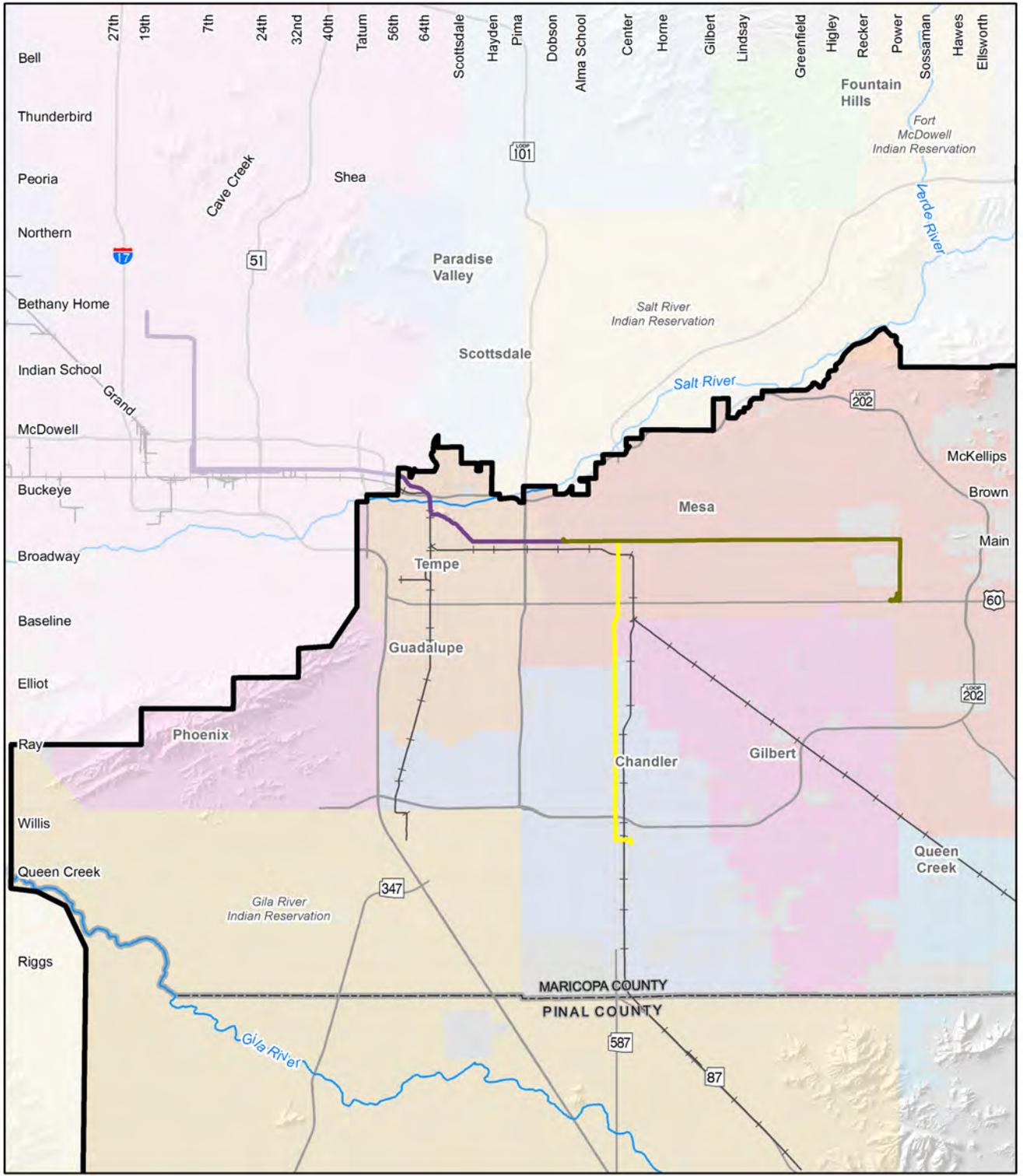


Source:
 Base Map: ALRIS 1997 - 2014,
 ADOT 2014,
 Valley Metro 2014

**Southeast Valley
Transit System Study**



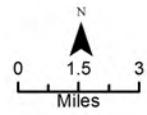
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- Legend**
- Study Area
 - Highway
 - Local Road
 - Existing Transit Route
 - Railroad
 - River/Stream
 - County Boundary
 - LINK, 15
 - LINK, 25
 - Light Rail (LRT), 12

LRT and LINK Weekday Peak Headways

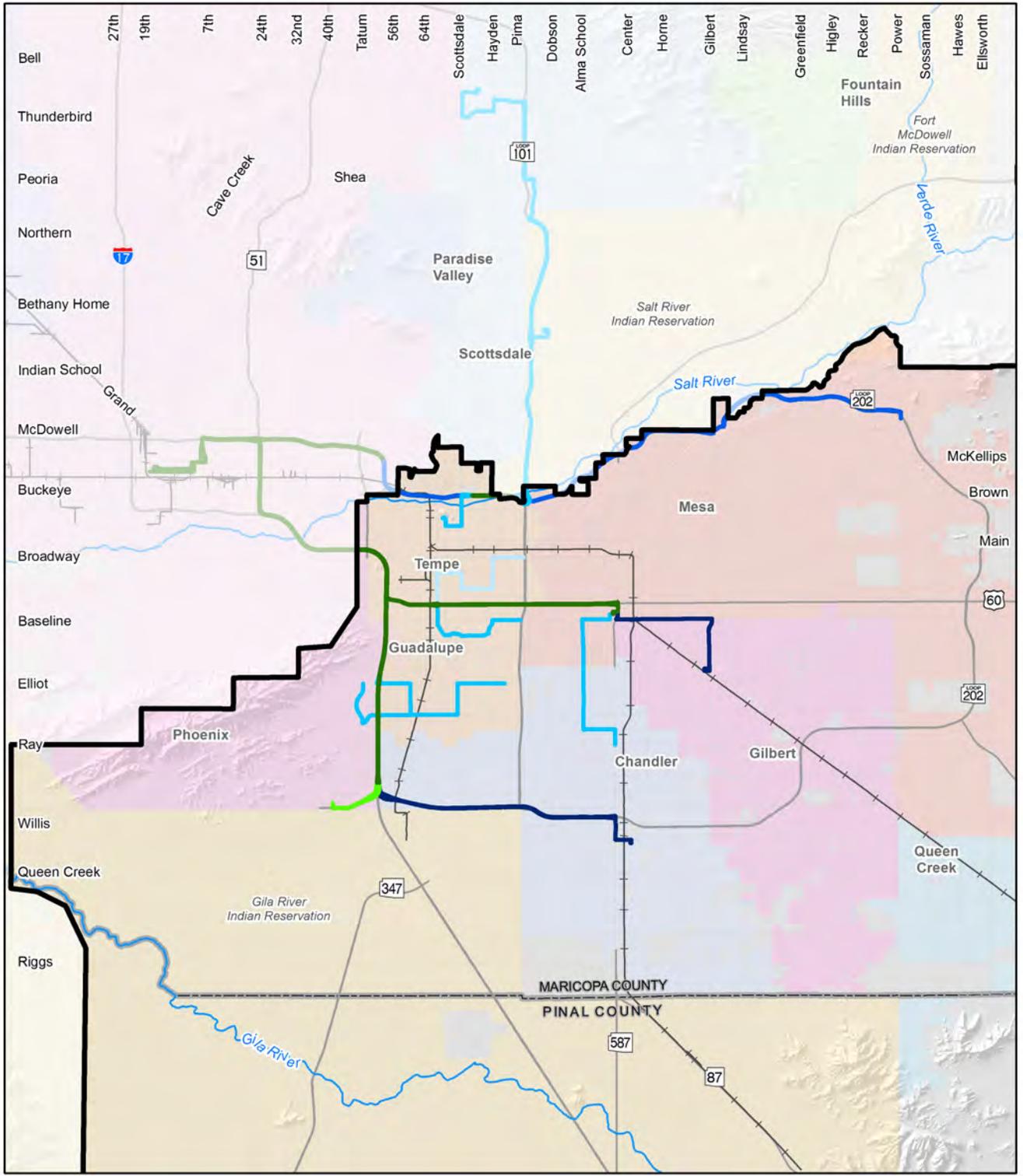
Southeast Valley Transit System Study



Source:
Base Map: ALRIS 1997 - 2014,
ADOT 2014,
Valley Metro 2014

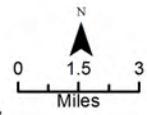


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- Legend**
- Study Area
 - Existing Transit Route, Weekday Peak Headway
 - RAPID, 10
 - Weekday Number of Trips Per Peak Period**
 - Express, 2
 - Express, 4
 - Express, 5
 - Common to Express/RAPID Routes
 - Highway
 - Local Road
 - Railroad
 - River/Stream
 - County Boundary

RAPID and Express Weekday Peak Headways and Trips



Southeast Valley Transit System Study

Source:
Base Map: ALRIS 1997 - 2014,
ADOT 2014,
Valley Metro 2014





Appendix B

Public Involvement Plan



Table of Contents

1.	STUDY DESCRIPTION	1
2.	PURPOSE OF THE PUBLIC INVOLVEMENT PLAN.....	1
3.	GOALS AND OBJECTIVES OF THE PUBLIC INVOLVEMENT PLAN.....	1
4.	STRUCTURE OF THE PUBLIC INVOLVEMENT PLAN	2
4.1	Agencies/Organizations	2
4.2	General Public	3
4.3	Specifically-Targeted Stakeholders	3
4.4	Business Stakeholders	4
5.	PUBLIC INVOLVEMENT ACTIVITIES	5
5.1	Needs Identification Phase	5
5.1.1	Objectives	5
5.1.2	Activities.....	5
5.2	Alternatives Phase	6
5.2.1	Objectives	6
5.2.2	Activities.....	6
5.3	Draft Plan.....	7
5.3.1	Objectives	7
5.3.2	Activities.....	7
6.	MEDIA PLAN	7
7.	INCORPORATING INFORMATION FROM THE PUBLIC.....	9
8.	EVALUATION	9
9.	DOCUMENTATION.....	10
10.	LESSONS LEARNED	10

Public Involvement Plan

1. STUDY DESCRIPTION

The Southeast Valley Transit System Study (SEVTSS) is a study designed to identify efficiencies, opportunities and strategies for improving transit service in the Southeast Valley. The study effort will yield a short, mid, and long range local transit plan that improves circulation, within the Southeast Valley and maximizes connections to existing regional transit services. The study area includes portions of Apache Junction, Chandler, Florence, Gila River Indian Community, Gilbert, Guadalupe, Maricopa, Mesa, Phoenix, Queen Creek, Tempe, and parts of unincorporated Maricopa County and Pinal County

2. PURPOSE OF THE PUBLIC INVOLVEMENT PLAN

The purpose of the Public Involvement Plan (PIP) is to facilitate successful completion of the SEVTSS by actively seeking input from the public and using that input to design an effective transit system for the sub-region. The PIP will identify stakeholders and targeted activities to gain stakeholder input. It will ensure community engagement and integration of stakeholder input during the Study. Engagement of the community throughout the process greatly increases the successful identification of transit improvements. The activities undertaken via the public involvement plan are intended to increase all parties understanding of the goals, needs and potential solutions to the unprecedented growth the region has experienced and to ultimately design and implement a transit system that best meets the community's needs.

3. GOALS AND OBJECTIVES OF THE PUBLIC INVOLVEMENT PLAN

The goals of the PIP are as follows:

- Develop public understanding of the Study.
- Encourage participation.
- Provide opportunities for continuous public participation.
- Maintain accountability, credibility, and accessibility of the Study Team.
- Obtain input from a broad range of citizens.
- Identify and prioritize the local transit needs throughout the Study area.

- Share and seek feedback on proposed alternatives.
- Inform and involve the media to maximize the potential for informed coverage as determined by the Study management team.

4. STRUCTURE OF THE PUBLIC INVOLVEMENT PLAN

Stakeholder refers to any individual, group, or agency affected by or with an interest in the Study, and includes the “general public.” For this Study, stakeholders can be organized into several categories, each with its own characteristics and with specific outreach techniques used to engage them. The stakeholder categories include Agencies/Organizations, General Public, Specifically-Targeted Stakeholders, and Business Community.

4.1 Agencies/Organizations

Composition: Individuals and members of government or civic organizations affected by the Study. For the SEVTSS, this includes:

- Project Advisory Committee (PAC)
- MAG Committees
- Valley Metro Committees
- City Council or Town Council Boards and Comissions/Committees
- Native American communities
- Non-profit organizations
- Faith based community

Other special interest groups that comprise this category include:

- Arizona State Univeristy
- Community College Districts in the Study Area
- PhxMesa Gateway Airport
- School Districts
- Various Chambers of Commerce
- Downtown or Central Business District Associations
- Hospitals/ Medical Facilities

Responsibility: In most cases, the Agencies/Organizations attend monthly meetings and make policy recommendations on Study elements within their jurisdictions. The responsibilities of representatives of agencies and organized groups are to provide input on the Study and approve recommendations on various elements of the Study.

4.2 General Public

Composition: This group is all encompassing, including all individuals and groups in the Study area and beyond. This group includes:

- Individuals more indirectly affected by the Study than stakeholders, for example, someone who might live outside of the Study area but either drives through the area and/or plans to use transit in the future.
- Southeast Valley residents.
- People with a general interest in the Study.

Responsibility: The responsibility of public is to provide their input on the Study.

Because of its size and diversity, the general public is typically the most difficult group to engage. Public involvement activities have been designed to reach both the “public” within the Study area (aka “stakeholders”) and the “public” within the region (the “region” is defined as the metropolitan area). Different groups may be identified based on their geographic location, role in the Study and maybe impacted differently based on the stage of the Study which includes:

- Transit optimization
- Transit emerging
- Transit connection

4.3 Specifically-Targeted Stakeholders

Composition: Within and among the stakeholder categories described above, there are a few distinct groups that will require targeted and creative collaboration.

- Current Transit Riders (including transit centers and park and rides)
- Native American Communities
- Registered Neighborhoods
- Persons with Disabilities
- Title VI and Environmental Justice Communities (Elderly/ Minority Community)
 - As part of the outreach efforts, partnerships with existing community organizations, neighborhood organizations, faith-based groups, and citizens’

groups will be sought to ensure information is accessible to Title VI and Environmental Justice Communities.

Activities specifically designed to engage Registered Neighborhood communities and the Title VI and Environmental Justice Communities are incorporated into Section 5.1.2, Public Involvement Activities, below.

Responsibility: The responsibility of specifically-targeted stakeholders is to provide their input on the study.

4.4 Business Stakeholders

Composition: This group includes individual and corporate business owners and business property owners within the Study area. Owners may be local, in state, or out of state. This group includes, but is not limited to:

- Retail businesses
- Grocery stores
- Restaurants
- Service industry
- Motels and hotels
- Information Technology
- Finance & Insurance
- Real Estate
- Professional Services
- Enterprises
- Transit Supportive Industries
- Knowledge-based & Entertainment

Responsibility: The responsibility of business stakeholders is to provide their input on the Study.

This is another challenging group to engage because of building vacancies, out-of-state owners, multiple management companies, and turnover of primary contacts. Community Relations staff will use the following methods to engage these stakeholders:

- Commute Solutions data base (Van Pools, Transit Coordinators for Trip Reduction program, and Fare media retailers).
- Door-to-door canvassing as determined by Study team to provide residents and businesses in the area information on the Study's status and to gain input.
- Presentations to neighborhood groups at established meetings.
- E-mail notifications of Study materials.
- Development of a Study stakeholder database to keep contact information and communication records.

5. PUBLIC INVOLVEMENT ACTIVITIES

Public involvement activities are categorized by the three distinct phases of the Study: Needs Identification Phase, Alternatives Phase, and Draft Plan Phase. During the Needs Identification Phase, staff will engage stakeholders to gain their opinions on current local transit needs. During the Alternatives Phase, stakeholders will be engaged to assist with development of and provide input on proposed alternatives for local transit and regional connections. Finally, during the Draft Plan phase, the Study team will present the draft plan and solicit feedback.

5.1 Needs Identification Phase

Since this is the preliminary phase of the study, it is the phase during which a stakeholder database will be developed.

5.1.1 Objectives

Outreach objectives in this phase include the following:

- Identify stakeholders
- Identify local transit needs
- Develop ranking of priority of local transit needs

5.1.2 Activities

Outreach activities in this phase include the following:

- Develop support materials, including:
 - Study fact sheet
 - PowerPoint presentation
 - Press release
 - Webpage
- Engage community leaders and groups by presenting Study information at established meetings and locally managed Chanel 11 stations.
- Disseminate information about the Study via available means, such as City newsletters and water bills, neighborhood associations, etc.
- Solicit input on transit needs for the Study area by developing a survey which will be disseminated using a variety of methods, including:
 - Online; Social Media;
 - Hardcopy distribution at events, transit centers and park-and-rides

- Email Study to mailing list.
- Research, obtain approval, deliver and document responses to stakeholder inquiries.
- Conduct a public meeting/open house to present the community with information about Study progress.
 - Work with the Study team to determine optimal timing and meeting information.
 - Notify stakeholders and the public as widely as possible to maximize opportunity to receive their input. Electronic postcards will also be sent to participating agencies and Study mail list members. The public meeting/open house will be advertised in local newspapers.
- Provide outreach summary information for use in briefings as may be needed (e.g., MAG Transit Committee, Valley Metro Regional Transit Advisory Group, Service Planning Working Group, Transit Management Committee, City Council meetings, Board or Commission meetings.)

5.2 Alternatives Phase

The Alternatives Phase is one in which stakeholders will be engaged to provide feedback on the alternatives developed by the technical team.

5.2.1 Objectives

Outreach objectives in this phase include the following:

- Engage community leaders and groups to encourage message dissemination.
- Ensure all stakeholders have multiple points of access to engage.

5.2.2 Activities

- Public meeting or open house to present alternatives.
- Webinar.
- Online survey.
- Assist technical staff with materials used for briefing appropriate Boards or Commissions.
- Update SEVTSS webpage hosted on both the Valley Metro and MAG websites
- Continue to address e-mail messages and process them for approved response and documentation.

5.3 Draft Plan

The Draft Plan is the final document that should reflect both a sustainable and community-supported solution.

5.3.1 Objectives

Outreach objectives in this phase include the following:

- Provide specific recommendations (phased) for each jurisdiction based on demand, community support and financial feasibility.
- Provide overview of potential service plans for each jurisdiction, including route alignments, level of service, and infrastructure needs.
- Provide a summary of actions that should be undertaken within each jurisdiction, the sub-area, and the regional as a whole in preparation for implementation for the plan.

5.3.2 Activities

- Public meeting or open house to present plan.
- Webinar.
- Assist technical staff with materials used for briefing appropriate Boards or Commission.
- Update SEVTSS webpage.

6. MEDIA PLAN

Good relationships with the community and news media are a critical component of planning and implementing transit systems. To help the Study stay on schedule and maintain solid public support, the Communications Section has developed a Media Plan that identifies strategies that will be implemented to communicate with the public.

The Media Plan serves as a means of ensuring the media and public are kept informed of Study progress and status. The plan outlines public input in the planning and decision-making processes of the SEVTSS.

The goals of the Media Plan are to:

- Build broad public awareness of, and support for, the study.
- Establish a means of communicating to the public at key milestones in the Needs Identification and Alternatives phases.

- Educate the media through print, television, social media, and radio to ensure proper coverage.
- Provide an opportunity for educating the public about the importance of this Study to the community; and;
- Ensure consistency and accuracy in the messages being delivered to the public about the Study.

Highlights of the Media Plan include:

Updates

Study updates will be produced at key milestones as determined by the SEVTSS team. Updates will provide information about the status of the Study and announce upcoming public meetings. Hard Copy Updates will be produced and used to distribute at events, community meetings, etc. In addition, a PDF version will be available to distribute electronically to stakeholders and to post on the Project websites.

Targeted News Articles

At various milestones, targeted news articles will be developed and distributed to the secondary newspapers to provide organizations or agencies with Study information. These articles will focus specifically on the special interests that are targeted.

Media Kits and Media Advisories

One strategy in sharing information with the media is the use of media kits and media advisories for key milestones in the Study. Media kits can be assembled and available for distribution at the key milestones in the process as agreed upon by the SEVTSS team or as requested by partnering Cities or Towns. Depending on the milestone, the kits may include the following information:

- Press releases and meeting announcements
- Agency information
- SEVTSS team contacts
- Statistical information about region
- Study information
- Maps/photographs/graphics
- Fact sheets
- Schedules and timetables
- Cost estimates
- News media clippings

- Quotes (elected officials, neighborhood activists).

7. INCORPORATING INFORMATION FROM THE PUBLIC

The PIP will include consistent procedures for recording and responding to public comment and for relaying public comment to key Study team members and decision makers. All comments will become a part of the permanent record. All communications with stakeholders within Study area will be recorded in the SEVTSS community relations database, which records a running history of events and stakeholder communication.

Public comment received via e-mail, fax, mail, and telephone will be archived in the Study files. Feedback forms and comment cards will be distributed at group presentations, public meetings, and events. These will be recorded and follow-up action (e.g., response to questions) taken when appropriate. Public comments received at public meetings will be recorded in the meeting minutes and will be part of the permanent record.

8. EVALUATION

Throughout the course of the implementation of the PIP, results and effectiveness will be evaluated and compared against the PIP goals and objectives. If particular activities are not meeting the objectives of the PIP, the program activity will be modified or replaced with an alternative activity.

Tools to evaluate the effectiveness of the program will include:

- Program Review and Approval – the PIP will be reviewed by SEVTSS team and appropriate staff. Additionally, PIP products will undergo review processes to ensure consistency of messages and to ensure that Study team members are apprised of information being distributed to the public.
- Comment Cards – comment cards will be provided at all public involvement events and meetings. These cards can be turned in at the time of the meeting, or mailed at a later date. The cards are preaddressed and have pre-paid postage to encourage mailback. The cards do not ask specific questions, rather, provide space for respondents to provide comments on any topic. The comment card will include an option for the person to be added to the Study mailing list.
- E-mail – all e-mail received regarding the SEVTSS is regularly monitored by Valley Metro's Community Relations (CR) Coordinator. The CR Coordinator's e-mail address will be published on all public involvement communication materials and

suggestions or comments about the study and/or the public involvement process encouraged. Those comments and suggestions will be recorded and included in the comment and response feedback process.

Information regarding the effectiveness of the program will be solicited from the Study team.

9. DOCUMENTATION

All outreach, communication, and interaction with stakeholders and the public, as described in Section 7.0, will be recorded, photographed, and archived through MAG's Study Record and Valley Metro's Stakeholder Management System as part of the permanent record.

10. LESSONS LEARNED

The SEVTSS team will be surveyed at the conclusion of the Study to provide input on all elements of the PIP to incorporate in future phases or additional studies that may develop as a result of the Study.