Valley Metro

Five-Year Strategic Plan

FY 2016-2020

January 22, 2015
To Our Stakeholders:

Join us as we embark on a strategic plan to improve public transportation in the Valley.

The Valley Metro Strategic Plan stretches from today’s reality to tomorrow’s promise of an efficient, safe and sustainable transportation system that reflects our region’s values and keeps pace with our diverse travel needs.

Valley Metro is the regional public transportation agency providing and coordinating, multi-modal transit options to residents of greater Phoenix – from Avondale to Scottsdale and Surprise to Gilbert. With a core mission of advancing a total transit network, Valley Metro in coordination with its member agencies, plans, constructs and operates the regional bus and light rail systems and alternative transportation programs for riders of all ages, backgrounds and abilities.

In 1993, the name Valley Metro was adopted as the identity for the regional transit system in the metropolitan Phoenix region. Under this brand name, local governments set the policy for the regional system that operates throughout the Valley. In 2012, the RPTA and Valley Metro Rail Boards integrated the agency staff to ensure a coordinated approach to public transportation. We are now charting the course for public transportation going forward.

The benefits of public transportation extend beyond mobility for those who use the service; transit creates a positive impact on the larger community. With public transportation investments, the region benefits from an increased quality of life and economic competitiveness that maintains and attracts people to the region. Public transportation is a means to getting people to work, school and critical appointments as well as to special events and regional destinations. It attracts public and private-sector development and businesses to the area, creating a vibrant, diverse local economy and a high-wage, highly-skilled job market. Everyone and every community benefits from public transportation.

We are excited to enhance our total transit network and invite you to join us.

Sincerely,

Stephen R. Banta
Valley Metro Chief Executive Officer

_____________________________  ______________________________
Councilmember Jim McDonald   Vice Mayor Dennis Kavanaugh
Valley Metro RPTA Board Chair   Valley Metro Rail Board Chair
Table of Contents

Executive Summary ................................................................................................... 1
Importance of Valley Metro to the Region ................................................................. 3
Why a Strategic Plan for Valley Metro? ................................................................. 5
Strategic Plan Process .............................................................................................. 6
Strategic Assessment ............................................................................................... 7
Vision and Mission .................................................................................................. 13
Goals ......................................................................................................................... 13
Tactics ....................................................................................................................... 14

Goal 1: Increase customer focus .............................................................................. 14
  Tactic A: Improve customer satisfaction.
  Tactic B: Evaluate and enhance passenger safety and security.
  Tactic C: Enhance customer service to member cities.
  Tactic D: Continue to provide high-level and timely assistance to communities and businesses in construction areas.
  Tactic E: Enhance services and facilities for seniors and people with disabilities.

Goal 2: Advance performance based operation ..................................................... 15
  Tactic A: Operate an effective, reliable, high performing transit system.
  Tactic B: Enhance Valley Metro’s role in sustainability and the environment.
  Tactic C: Deliver projects and services on-time/on-budget.
  Tactic D: Maintain a culture to recruit and retain a qualified and diverse workforce.
  Tactic E: Maintain strong fiscal controls to support Valley Metro’s long-term sustainability.

Goal 3: Grow transit ridership .................................................................................. 17
  Tactic A: Expand and improve transit services to reach new markets.
  Tactic B: Improve connectivity of transit services for greater effectiveness.
  Tactic C: Communicate availability, attractiveness and safety of transit service.
  Tactic D: Partner with the business community to provide transit services to support their economic growth and attract new businesses.

Goal 4: Focus on economic development, regional competitiveness and financial resources .... 18
  Tactic A: Secure dedicated, sustainable long-term funding to advance the total transit network.
  Tactic B: Pursue all available funding opportunities for transit projects and services.
  Tactic C: Seek opportunities to increase revenue generation.
  Tactic D: Seek opportunities to attract capital investment to advance transit projects through public/private partnerships.
  Tactic E: Work with local communities to leverage transit oriented development (TOD) to increase investment in transit.
Goal 5: Advance the value of transit.

Tactic A: Develop and implement a communications plan to inform and educate the public on the value of transit.
Tactic B: Collaborate with member agencies to advance the value of transit.
Tactic C: Maintain sound relationships with federal, state and regional agencies.

Performance Measurements

Implementation/Monitoring/Update Plan

Appendix I - Goals and Tactics and Performance Measurements Matrix

Appendix II - Strategic Assessment Charts
**Executive Summary**

After unifying the staff of Valley Metro RPTA and Valley Metro Rail in 2012, the Valley Metro organization has an established foundation to create the path forward with the Valley Metro Five-Year Strategic Plan. The plan defines primary goals, objectives and measurable outcomes upon which to focus and execute during Fiscal Years 2016 – 2019. It is meant to provide guidance and set direction for the Valley Metro Boards of Directors, CEO and staff with respect to how and where to improve and grow the Total Transit Network in the Valley of the Sun.

In a total transit network many modes work in concert to support regional growth and provide mobility choices. It is the integration of local and express bus, bus rapid transit, commuter rail, light rail, streetcar and paratransit services and structuring them to work in complement. The network results in a level of service that will sustain and attract riders, keep the region competitive and enhance quality of life. Even in a challenging economy, Valley Metro and member agencies must persist to achieve the goals set forward in the Strategic Plan and continue to build upon the regional transit system in place today.

The attached summary illustrates our vision, mission, goals and tactics, as well as our implementation plan. The vision, mission and goals highlighted below:

**Vision**
Valley Metro is a leader in connecting communities and building a vibrant, sustainable region.

**Mission**
Valley Metro provides our customers with a safe, efficient and reliable total transit network.

**5-Year Goals**

1. Increase customer focus
2. Advance performance based operation
3. Grow transit ridership
4. Focus on economic development, regional competitiveness and financial resources
5. Advance the value of transit

The tactics for each goal and an implementation plan are detailed in this Strategic Plan, as well as a strategic assessment of the organization.
Valley Metro Strategic Plan FY 2016 - 2020

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Tactics
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- Tactic B: Evaluate and enhance passenger safety and security.
- Tactic C: Enhance customer service to member cities.
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- Tactic E: Enhance services and facilities for seniors and people with disabilities.

Tactics
- Tactic A: Operate an effective, reliable, high performing transit system.
- Tactic B: Enhance Valley Metro’s role in sustainability and the environment.
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- Tactic E: Maintain sound relationships with federal, state, regional, and local agencies.

Implementation
- Communication with Member Cities, Stakeholders, Riders and the Public
- Annual Monitoring of Performance Measures
- Annual Report Card on Performance Measures
- Feedback to Next Update of Strategic Plan
- Update of Strategic Plan every two years
Importance of Valley Metro to the Region

Valley Metro is the regional public transportation agency providing coordinated, multi-modal transit options to residents of greater Phoenix. With a core mission of advancing a total transit network, Valley Metro in coordination with its member agencies, plans, constructs and operates the regional bus and light rail systems and alternative transportation programs for riders of all ages, backgrounds and abilities.

In 1993, the name Valley Metro was adopted as the identity for the regional transit system in the metropolitan Phoenix region. Under this brand name, local governments set the policy for the regional system that operates throughout the Valley. In 2008, the first 20 miles of light rail began service. Currently, seven light rail extensions are planned or are under construction that will create a 60-mile system by 2034.

Valley Metro is governed by two Boards of Directors. The Regional Public Transportation Authority (RPTA) Board consists of 16 public agencies (15 cities and Maricopa County) that set regional policy direction for all modes of transit except light rail. The Valley Metro Rail Board consists of five cities that set the policy direction for the light rail/high-capacity transit program.

Funding is largely provided by Proposition 400, a countywide transportation tax approved by Maricopa County voters in 1983 and extended in 2004. The half-cent sales tax funds the Regional Transportation Plan, with public transportation receiving one-third of the sales tax revenue. Proposition 400, along with federal matching funds and other funding sources, is projected to provide $6.9 billion in public transportation improvements through 2026.

Fixed-route bus, light rail and alternative transportation programs also receive funding from the Federal Transit Administration (FTA), Federal Highway Administration (through FTA), Arizona Department of Transportation, Maricopa Association of Governments, Arizona Department of Environmental Quality (commute solutions), and member agencies.

Valley Metro services:

- Local, LINK, Express and RAPID bus service
- Light rail service
- Rural route and neighborhood circulators
- Dial-a-Ride paratransit service
- Commuter vanpool service
- Online carpool matching system
- Assistance to local businesses in the Trip Reduction Program

Valley Metro also provides capital planning, construction and business support as well as regional services including customer service, website and transit marketing.
Valley Metro system facts\(^1\):

- Operate 365 days a year
- 61 local/LINK routes
- 26 Express/RAPID routes
- 18 circulator routes
- 20 miles of light rail
- 412 vanpools
- 31 million revenue miles operated
- 73 million passenger boardings
- 91% of the fleet is alternatively fueled

**Benefits of Public Transportation**

The benefits of public transportation extend beyond mobility for those who use the service; transit creates a positive impact on the larger community. With public transportation investments, the region benefits from an increased quality of life and economic competitiveness that maintains and attracts people to the region. Public transportation is a means to getting people to work, school and critical appointments as well as to special events and regional destinations. It attracts public and private-sector development and businesses to the area, creating a vibrant, diverse local economy and a high-wage, highly-skilled job market. Everyone and every community benefits from public transportation.

Local and national public transit benefits:

- For every $100 million invested, transit creates 3,600 jobs\(^2\)
- For every $1 invested, it creates $7 in economic returns\(^3\)
- It creates sustainable development and spurs redevelopment
- Home values perform 24% better on average near public transit
- Commuting one day a week saves 143 pounds of pollution per year
- It allows seniors and people with disabilities increased independence

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\(^1\) FY13 Transit Performance Report

\(^2\) American Public Transportation Association

\(^3\) Valley Metro Rail cost $1.4 billion to build and has generated $6.9 million in neighboring economic development.
Why a Strategic Plan for Valley Metro?

The Valley Metro Strategic Plan is the guide for the agency over the next five years. The Plan serves many purposes. The Plan:

- Clearly defines the purpose of the organization and establishes realistic goals and objectives.
- Communicates those goals and objectives to the organization’s stakeholders.
- Ensures the most effective use is made of the organization’s resources by focusing those resources on the key priorities.
- Provides a base from which progress can be measured.
- Brings together everyone’s best efforts and builds consensus about where the organization is going.

Although serving the purposes above, the Plan does not commit the Boards to costs for each goal or tactic. That is done through the implementation plan and the budget process.

The following diagram shows how this Strategic Plan will be integrated into the budget process and drive performance. The Plan is a flexible document which will be updated every two years, based on the feedback from the annual performance review of the goals and tactics.

Diagram 1: Strategic Plan drives Budget and Performance
Strategic Plan Process

Valley Metro developed a five-year Strategic Plan to guide the agency. This effort is a follow-up to the recommendations made during the Organizational Integration Implementation in 2012, which guided the integration of the Valley Metro organization.

Valley Metro began the strategic planning process to develop goals and tactics in order to meet the time parameters for the organization’s Fiscal Year 2016 budget process. The goals were adopted by both Boards of Directors in October 2014, which provided the structure for the rest of the plan.

Initially, a technical analysis was conducted. Data was compiled and compared to peers agencies and best practices from the public transportation industry to identify strengths, weaknesses, opportunities, and threats (SWOT), called a strategic assessment or a SWOT analysis.

Valley Metro’s strategic plan is a compilation of input from key stakeholders including the Valley Metro leadership team, member agency staff, Regional Transit Advisory Group, Transit Management Committee, Rail Management Committee, as well as the Valley Metro Rail and Valley Metro RPTA Boards.

This plan will guide Valley Metro over the next five years by providing overarching goals, specific tactics and measurable outcomes from which progress can be measured. It will also provide direction for budget development each year.
A strategic assessment was conducted of Valley Metro to see where the agency stands now. The assessment addresses:

- What are the strengths of the organization that we can build on?
- What are the weaknesses of the organization that should be addressed or corrected?
- What are the opportunities that can be leveraged?
- What are the threats that are “deal killers” that have to be monitored and mitigated?

What the assessment does not do is:

- Evaluate the system’s governance or strategic direction
- Break down the system-wide performance into individual member agency territories and outcomes
- Delve deeply into the business processes that Valley Metro uses to execute its objectives
- Explain the reasons behind every observed trend; focusing instead on the key outcomes that are most important to the Strategic Plan moving forward
- Provide a projection of future performance

Summary

A strength-weakness-opportunity-threat (SWOT) analysis of Valley Metro indicates an organization driven by strong executive leadership that approaches transit from a regional perspective, stresses customer focus, and operates safe, reliable public transportation. Both bus and light rail service remain financially stable, exhibit recent ridership growth and demonstrate strong operating performance compared to benchmark transit organizations across some key metrics. Valley Metro can leverage these strengths to continue improving performance and increasing customer satisfaction.

However, the analysis also indicates several weaknesses Valley Metro should address in the short-term. For example, bus-only customers remain significantly less satisfied than rail-only riders. Additionally, recent high-levels of federal grants and farebox revenue have reduced the level of member city contributions needed to balance the operating budget, but these revenue sources should not be counted on at the same levels in the future. Federal revenue is expected to decline and farebox revenue growth is likely to slow moving forward.

Nonetheless, Valley Metro’s strengths and opportunities outweigh its weaknesses and threats. The below memo describes and illustrates key takeaways from the SWOT analysis, which is separated by qualitative perspectives (resulting themes from internal leadership team interviews), revenue and costs, financial and operating metrics and customer satisfaction. Appendix II illustrates key data described in the memo.
Internal Perspectives

A survey was conducted with internal Valley Metro leadership staff. Subsequently, input was sought from the Member Cities, Valley Metro Board and Board committees. The external outreach comments are reflected in the vision, mission, goals and tactics and an interactive review will be conducted throughout the year. This section summarizes the internal review.

Internally, Valley Metro is viewed as an organization with strong, executive leadership that operates high quality, clean, safe and reliable service. The leadership team values Valley Metro’s regional approach to the Valley-area transportation network and its customer focus across all levels of the organization. Interviewees describe Valley Metro as having a productive working relationship with its member cities and partner transit agencies. Its standing among stakeholders and emphasis on service should allow Valley Metro to enact change where necessary – and despite limited resources, interviewees say Valley Metro is implementing its 20-year plan effectively.

Strong leadership and a regional approach to transportation create several important opportunities employees believe Valley Metro can leverage. Interviewees believe Valley Metro can better attract, develop and retain talent through improved training and clearer progression plans – and a strong leadership team is in place to do so. Externally, Valley Metro can better communicate its story and provide a total network of integrated transit services for the region. Valley Metro’s regional approach and strong relationship with both member cities and nearby transit agencies will help achieve these goals.

The leadership team highlighted uncertain long term funding as the key weakness that threatens Valley Metro’s ability to grow and maintain a high-level of service delivery. Valley Metro cannot rely on the same level of federal funding in the future. This is a common threat to transportation agencies around the country.

The impact of recent integration of Valley Metro Rail and RPTA can be felt across all levels and departments, but all see positive improvements. Finance, accounting and other internal processes (such as procurement and budgeting) have become more complex since the integration. The governance structure is also much more complex.

Overall, despite organizational complexities and the challenge of providing regional service at the same time as serving member agency needs, the leadership team views Valley Metro to be in a strong position to successfully grow and deliver customer-oriented service in the future.

Revenue and Costs

Operating balances for Valley Metro bus, light rail, demand taxi and vanpool service are all stable. In fact, operating expenses for light rail have declined 13% since 2010, while bus operating expenses over the same time period have remained generally consistent.4 The decrease in light rail expenses is driven by a decision in 2010 to begin moving preventative maintenance in-house. By 2013, labor services had decreased $5.5m annually and other materials and supplies decreased $1.1m annually, while salaries and benefits increased just $3.0m, creating savings of $3.6m in preventative maintenance expenses alone. Overall, light rail expenses declined by $4.3m during this time.5 While the decrease in expenses is beneficial in a

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4 The increase in 2013 was due to a change in accounting, not a sudden increase in expenses
5 Charts illustrating expense data can be found in Sections 1.1-1.3 of Appendix II
tight budgetary environment, Valley Metro must ensure performance does not decline as a result of bringing preventative maintenance in-house.

At the same time bus and light rail expenses decreased or remained stable, revenue has increased. Light rail farebox revenue grew by $3.5m from 2010 to 2013 – a 38% increase. Bus farebox revenue grew by $2.9m, or 43% over the same time. Light rail increases were likely driven by significant ridership growth as a result of the new service ramping up, while bus revenue increases were driven by ridership rebounding after a sharp decline when bus fares increased in 2010.

In addition to farebox revenue increasing between 2010 and 2013, federal grant revenue increased from $0.2m to $5.4m for light rail and from $1.7m to $7.4m for bus service over the same period. The growth in farebox and federal revenue over the time period analyzed allowed for significant decreases in member city contributions to close the operating budget gap, as illustrated in Figures 1 and 2 below.6

While the recent increase in federal and farebox revenues is reason for optimism, it must be tempered based on several factors. First, federal revenue is unlikely to remain at these high-levels for the long-term. In fact, federal funding for bus and rail preventative maintenance, which will total more than $9.0m in 2015, is expected to fall to less than $5.0m in 2016 and beyond.7

Second, growth in bus and light rail farebox revenue will likely slow in the short-term. As Figure 1 illustrates, light rail farebox revenue increased by $1.7m (17%) from 2011 to 2012, but increased by just $0.9m from 2012 to 2013 (8%). The decline in revenue growth is likely due to the ridership ramp-up period drawing to a close; farebox revenue growth will likely continue to slow. Future bus revenue is less clear. Bus ridership levels declined sharply in 2010 after a fare increase, but have risen to pre-2010 levels as of 2013. This suggests that revenue growth may flatten in 2014 and beyond. Maricopa County population growth – 4.5% since 2009 – may drive some additional ridership, and consequently revenue, but this increase would likely be

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6 Additional charts illustrating revenue data can be found in Sections 1.4 and 1.5 of Appendix II
7 A chart illustrating future federal revenue for preventative maintenance can be found in Section 1.6 of Appendix II
moderate. Given that bus ridership is back near pre-2010 levels, farebox revenue may continue to grow in the aggregate, but the rate it grows could slow.

Member city contributions will have to make up for future federal funding losses and potentially declining revenue growth rates. Valley Metro must prepare member cities that the decline in contribution levels since 2010 may be short-lived unless new funding is identified. If federal funding declines and farebox revenue growth slows, current service levels and performance will be threatened without an increase in member contributions or new revenues.

Dial-a-ride/demand taxi and vanpool services have also demonstrated strong financial performance since 2010. When the transition from dial-a-ride to demand taxi completed in 2013, fare revenue increased by 27%. Cost per rider decreased from 2012 to 2013 by 22%. Although still a recent transition, Valley Metro appears to be operating this service as demand taxi more efficiently than it had as dial-a-ride.

Vanpool services are both profitable and almost exclusively contracted out. Since 2011, vanpool ridership is increasing 8% annually and vehicle-revenue miles are increasing 11% annually, while operating costs are only growing at 5% per year. Therefore, since 2011, vanpool operations are providing more service for each dollar spent – a clear strength for Valley Metro transit delivery.8

Operating Metrics

The SWOT analysis benchmarks several financial and operating metrics for bus and light rail against peer transit agencies to assess service performance. The analysis measures total volume of each metric (i.e. bus ridership of 9.6m) in 2012 as well as growth rates from 2010 to 2012. It is important to note that using a baseline of 2010 for the growth rate significantly impacts bus data because bus ridership declined sharply in 2010 due to fare increases. In other words, a 2009 baseline for bus data would yield a small ridership decline. However, the bus analysis uses a 2010 baseline for consistency with the rail analysis.

As Table 1 indicates, there exists a mix of strengths and weaknesses for Valley Metro bus and light rail services. Both bus and light rail ridership grow between 2010 and 2012, but the Valley Metro light rail ridership growth rate lags behind industry peers. Average length of trip for Valley Metro decreased for both bus and light rail, but for bus riders it is not decreasing as rapidly as the industry. Valley Metro light rail passenger miles traveled (PMT) growth is positive, but lags behind the industry average. Vehicle revenue miles (VRM) growth, however, is negative and also lags behind industry average. Bus data compares more favorably to the industry. Bus PMT traveled growth outpaces the industry from 2010 to 2012. While bus VRM growth is flat, the industry average is negative.

8 Demand Taxi/Dial-a-Ride and Vanpool data is illustrated in Sections 1.7 and 1.8 of Appendix II
Table 1: Operating Metrics

<table>
<thead>
<tr>
<th>Light Rail</th>
<th>Bus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Valley Metro</strong></td>
<td><strong>Industry Avg</strong></td>
</tr>
<tr>
<td>Ridership – volume</td>
<td>13.6m 21.4m</td>
</tr>
<tr>
<td>Ridership – growth</td>
<td>12% 14%</td>
</tr>
<tr>
<td>Passenger-miles traveled – volume</td>
<td>93.3m 135.0m</td>
</tr>
<tr>
<td>Passenger-miles traveled – growth</td>
<td>6% 21%</td>
</tr>
<tr>
<td>Vehicle-revenue miles – volume</td>
<td>2.4m 5.4m</td>
</tr>
<tr>
<td>Vehicle-revenue miles – growth</td>
<td>-8% 18%</td>
</tr>
<tr>
<td>Average length of trip</td>
<td>6.9 miles 6.1 miles</td>
</tr>
<tr>
<td>Average length of trip – growth</td>
<td>-5% 7%</td>
</tr>
</tbody>
</table>

Notes: Benchmark transit agencies include: Dallas, Denver, Houston, Minneapolis, Portland, Salt Lake City, San Diego, St. Louis; growth rates measured from 2010 to 2012; volume data from 2012. Source: NTD data

The combination of ridership increases and average length of trip decreases indicate that more customers are using Valley Metro transportation, but for shorter trips. The mixed VRM and PMT trends likely indicate a key operating strength. Declining VRM in light rail suggests cars are being removed from train-sets as Valley Metro better understands demand during the light rail ramp-up period. Ridership growth likely drives the PMT increase since the average length of trip is decreasing over the years analyzed. The combination of ridership growth and cars removed from train-sets indicates that load factors should be increasing – and load factor is a key performance indicator that assesses operating efficiency; high load factors will drive down operating cost per rider holding other factors constant. Continuing to maximize load factors is an important opportunity for Valley Metro light rail moving forward.

In fact, operating cost per rail rider did decrease from 2010 to 2012 – from $2.80 to $2.10 per rider (24%). The industry benchmark average grew by 4% over the same period, from $2.70 to $2.80 per rider, and is $0.70 per rider higher than Valley Metro as of 2012. This positive trend may be partially driven by the newly popular Tempe to Phoenix route ASU riders use to get to the new campus. Although operating cost per bus rider grew by 42% between 2008 and 2010, it declined by 17% between 2010 and 2012. As of 2012, Valley Metro bus operating cost per rider was the same as the industry average - $4.40 per rider.

Figure 3: Operating Cost per Rider

Source: Valley Metro data

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9 Operating Metric data for Valley Metro and benchmarks is illustrated throughout Section 2.1-2.5 of Appendix II
10 It is also possible service is being cut, but this is less likely so soon after the light rail system opened
Finally, the SWOT analysis compared farebox recovery, or the percent of operating expenses covered by farebox revenue, across all benchmarks. In 2012, Valley Metro light rail farebox recovery was 41%, outpacing the industry average of 36%. However, bus farebox recovery of 20% lagged behind the industry average of 23% in 2012.\textsuperscript{11}

**Customer Satisfaction**

Customer satisfaction data was collected by Valley Metro, but responses apply to all transit service in the Valley. Overall satisfaction dipped from its peak in 2012 (81% satisfied / very satisfied), but remains high as 70% of 2014 respondents are satisfied / very satisfied, compared to 9% dissatisfied / very dissatisfied.

The data segments respondents by rail-only riders, bus-only riders and combo riders, and these segments exhibit important differences. Light-rail only riders are most satisfied, with 88% saying they are very satisfied / satisfied. Just 68% of bus-only riders and 63% of combo riders respond similarly.

Although overall satisfaction with bus service is close to 70%, satisfaction is strongest specifically for convenience, safety and value for price paid. Transportation elements for bus-only riders elicit fewer positive responses – just 65% of respondents say they are satisfied with bus arrival times and the ability to transfer buses. Meanwhile, light rail satisfaction remains consistently high across all elements, including those most related to transportation. 82% of rail-only riders are satisfied with their ability to transfer between rail and bus and 93% are satisfied with bus arrival times.

The difference between segments is further highlighted by respondents’ primary reason for satisfaction. For example, 24% of rail-only riders say frequency and reliability are the primary reasons for high satisfaction levels, but only 11% of bus-only respondents agree. Additionally, 18% of rail-only riders site convenience as the primary reason for their satisfaction level, while just 1% of bus-only riders agree.

Opportunities for Valley Metro to improve customer satisfaction rest with bus-only and combo riders; these segments generally agree that priorities for improving public transit are extending bus service hours (74%), bus routes to more areas (51%) and more frequent bus service (46%). Importantly, money/price does not appear to be an area of dissatisfaction or a primary reason to why people use public transit.

A full list of charts is shown in Appendix II.

\textsuperscript{11} Valley Metro and benchmark farebox analysis is illustrated in Section 2.6 of Appendix II
Vision and Mission

Valley Metro’s vision and mission describes our dedication to the community, now and into the future. Public transportation plays a vital role in the fabric and growth of communities. Valley Metro’s mission is focused on the most important aspect of our role—customer focus and commitment.

**Vision**

Valley Metro is a leader in connecting communities and building a vibrant, sustainable region.

**Mission**

Valley Metro provides our customers with a safe, efficient and reliable total transit network.

Goals

The 2016-2020 Strategic Plan identifies five high-level goals to provide management guidance for the agency through 2020. The goals are customer focused, quantifiable and follow best business practices.

**Goals**

1. Increase customer focus
2. Advance performance based operation
3. Grow transit ridership
4. Focus on economic development, regional competitiveness and financial resources
5. Advance the value of transit
Tactics

For each goal, a series of tactics were developed to support the accomplishment of that goal over the next five years. Performance measures were also developed, which are included in subsequent sections of this Plan and summarized in Appendix I.

Goal 1: Increase customer focus.

Valley Metro serves nearly 250,000 passengers each weekday, with varying abilities, backgrounds and reasons for using public transportation. Greater focus and resources should be placed on ways to improve and secure their service level and experience on board the system. A high-level of customer service is also necessary during the construction of future projects. A more diligent focus will help increase customer satisfaction and have a positive impact on overall ridership and agency credibility. The goal discusses increases in customer communication tools, safety and security improvements, business assistance programming and embedding a strong customer service philosophy within Valley Metro’s contracted services.

Success on this goal will be based on rider and nonrider surveys.

Tactic A: Improve customer satisfaction.

This tactic includes the integration of greater, more effective technology, improving passenger information systems with real time data, such as the website, facility signage and a Ridekick mobile application, and implementation of an enhanced fare media solution, including smart cards and mobile ticketing. Providing guidance and/or revenue to improve shade at bus stops would be another effort.

Tactic B: Evaluate and enhance passenger safety and security.

This tactic, to evaluate and enhance passenger safety and security, will be accomplished by identifying an operator focus group compiled of various tenured employees and compiling a list of issues associated with safety and security for operators as well as the public. This group will operate as a control group and be surveyed both before and after any programs are implemented. The public will be approached much in the same way via public surveys for both bus and rail use. Any safety and security enhancements will be implemented and then re-evaluated by the control group over a minimum of a one year period for both operators and passengers.

Tactic C: Enhance customer service to member cities.

Valley Metro is a member organization, comprising stakeholder jurisdictions throughout the region. Member jurisdictions are partners, and an important segment of the Valley Metro customer base. Two-way open communication is important to ensuring that regional needs are addressed in a collaborative manner, which is also sensitive to jurisdictional plans and goals. Valley Metro would obtain member city feedback to measure satisfaction through ongoing interactive discussions.
Tactic D: Continue to provide high-level and timely assistance to communities and businesses in construction areas.

This tactic discusses Valley Metro’s approach to timely and well-resourced community outreach during construction of current and future projects. It also outlines how Valley Metro intends to tailor and enhance its programs, particularly business assistance programs, and celebrate successes.

Tactic E: Enhance services and facilities for seniors and people with disabilities.

Providing transit services for seniors and disabilities has been a priority for Valley Metro. Valley Metro will be focusing on additional travel training and providing a more seamless Dial-a-Ride network by reducing passenger transfers. Valley Metro would evaluate if there are opportunities for satellite training.

Goal 2: Advance performance based operation.

In a movement towards a regional performance based approach, the Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors and Valley Metro Rail Board of Directors adopted new transit service provision goals and service standards for Valley Metro-funded transit operations in 2013. The adopted transit service provision goals and service standards are documented in the TSPM Phase 1 Final Report and Executive Summary. Since the adoption of these goals and standards, Valley Metro has undertaken the development of transit service performance measures and thresholds to evaluate transit operations and assess the attainment of the adopted service provision goals. The August 13, 2014 Board memorandum summarizes the adopted service provision goals, proposed service performance measures and performance thresholds, and documents proposed principles associated with their application. The application of the transit service standards and performance measures will be consistent with, and adhere to, the Valley Metro Board-adopted Transit Life Cycle Program (TLCP) policies.

Valley Metro’s goal to develop a performance-based public transportation system is consistent with federal and state requirements. The Moving Ahead for Progress in the 21st Century (MAP-21) federal transportation act furthers several important goals, including safety, state of good repair, performance, sustainability and program efficiency. In addition, Arizona legislation supporting the Proposition 400 transportation sales tax emphasizes the importance of performance and in a 2010 State audit (conducted every five years) performance was cited as an area needing improvement. By focusing on transit system performance, Valley Metro can assure tax payers that they are making an effective and efficient investment. Performance is measured in several ways, including assessments demonstrating that:

- Transit services are operated efficiently and effectively
- Valley metro is a conscientious leader in regional sustainability and environmental protection
- The agency delivers capital projects in a cost-effective manner
- Employees are cared for and developed professionally
- The agency maintains strong fiscal controls
In addition to operating performance standards (see Tactic A), additional tactics relating to sustainability, on-time/on-budget delivery and a high performing workforce are included under this goal. These tactics are listed below.

Tactic A: Operate an effective, reliable, high performing transit system.

This tactic includes development of a performance based, data driven process to evaluate, adjust and implement efficient, effective and reliable transit services. A future phase of that effort will involve development of standards and performance measures for transit facilities. Valley Metro will work collaboratively with member cities and through the Service Planning Working Group to plan and operate effective, reliable and high-performing transit services.

Tactic B: Enhance Valley Metro’s role in sustainability and the environment.

This tactic includes implementation of the agency’s Sustainability Action Plan and Program, as approved by both Boards in August 2014. Going beyond the plan and program, the agency will identify activities and processes to further the goal of sustainability such as measures to reduce waste and increase the accessibility of our light rail stations and bus stops for bicyclists and pedestrians. In addition, the agency plans to coordinate and implement, to the greatest extent possible, sustainable transit facility design principles in the facilities phase of the Transit Standards and Performance Measures project.

Tactic C: Deliver projects and services on-time/on-budget.

Each project will be managed by a project manager who will be responsible for and given the authority, staff and tools to successfully complete projects on time and within budget. The project manager will be supported by project controls, quality assurance, construction management, design management and all other appropriate sections within Valley Metro.

Tactic D: Maintain a culture to recruit and retain a qualified and diverse workforce.

This tactic was established to foster a highly qualified and diverse workforce. The recruitment process is of the utmost importance to ensure that Valley Metro attracts a qualified and diverse workforce in support of operational needs. The new hire orientation process is the first step in ensuring that employees have a sense of the agency’s mission and are set up to succeed. A sense of mission, coupled with success and opportunities for advancement, will foster the ability to retain employees. An assessment of staff training needs will assist the agency in identifying and creating training and developmental programs. Such programs will support skills development, career development, and a platform on which to implement succession planning to ensure long-term growth and productivity of the agency workforce.

Tactic E: Maintain strong fiscal controls to support Valley Metro’s long-term sustainability.

Valley Metro’s performance based operation is anchored by a financial control system to manage resources carefully and provide for future growth. Annual budgets are developed using a modified zero-base budget process. Baseline operations costs are directly tied to service to Board adopted service plans. Benchmarking is used to measure system efficiency and effectiveness. Delivering the highest quality service within our available annual revenues is our collective fiscal mission.
To ensure continuity of funding through changing economic conditions, Valley Metro has established and regularly monitors fiscal policies and controls. Our RPTA Budget and Finance Subcommittee provide policy guidance. The Valley Metro Fare Policy and Financial Working groups provide regular financial reporting and integration with Member City staff and budget processes. Cash reserves are maintained to weather interruptions in regular revenue streams or unpredictable spikes in cash outlays. Strong relationships have been developed with bond rating agencies and careful vigilance over financial control systems will provide optimum opportunities for financing future projects.

**Goal 3: Grow transit ridership.**

Transit services in the Phoenix metropolitan area have evolved significantly during the past decade. According to the 2010 U.S. Census, the region had one of the fastest population growth rates in the nation. Transit ridership increase has outpaced population growth during this time. Valley Metro will continue to capitalize on the growing potential for ridership by expanding transit services and improving service connectivity. In addition, Valley Metro will pursue ways to reach new markets and expand others, such as commuters and students, to increase the region’s transit ridership base. Communicating with potential riders, employers and the business community will also be important to increase ridership.

**Tactic A: Expand and improve transit services to reach new markets.**

This tactic includes working with member cities and MAG to improve and expand transit services, in accordance with adopted Transit Standards and Performance Measures, utilizing all available federal, regional and local dollars. In partnership with MAG, Valley Metro will develop short-, mid- and long-range transit service options for sub-regions and member cities. Valley Metro will also partner with stakeholders to expand transit use and markets. The agency will continue to build its internal transit planning capacity, including scheduling and data analysis, to improve effectiveness and efficiency of regional transit services and to perform targeted studies for member agencies to help them improve transit services within their community. Another effort would be to increase the service frequency of both light rail and bus services. Valley Metro will also use the TLCP, Transit Standards and Performance Measures and Short Range Transit Program to identify, prioritize and implement PTF-funded service expansion.

**Tactic B: Improve connectivity of transit services for greater effectiveness.**

This tactic addresses improved connectivity of transit services throughout the region. This includes enhancing connections between bus routes, between bus and rail, and between transit and other transportation modes. Improvements to the region's bike and pedestrian infrastructure, and their connectivity to transit, are also important.

**Tactic C: Communicate availability, attractiveness and safety of transit service.**

This tactic discusses discretionary ridership campaigns, pro-active media relations (locally and nationally) and positive public relations opportunities to generate broader awareness of interest in Valley Metro and its offerings.
Tactic D: Partner with the business community to provide transit services to support their economic growth and attract new businesses.

This tactic includes engaging with key business organizations throughout the region, in partnership with the member cities, such as the Greater Phoenix Economic Council, Greater Phoenix Chamber, WESTMARC, and the East Valley Partnership, to convince them regarding the many benefits of investing in and expanding the region's transit system and to encourage them to address transit within their strategic plans. The integration of transit’s value within their plans will help foster economic growth in the region and attract new businesses. Valley Metro staff will actively participate in these organizations by engaging in discussions, making presentations, and preparing literature regarding the value and benefits of transit.

Goal 4: Focus on economic development, regional competitiveness and financial resources.

Valley Metro will provide safe and efficient public transportation options that will connect local communities with jobs and major activity centers. While the region greatly benefits from an extensive transit system, current capital and operations funding will not support the much needed expansion of transit infrastructure. Valley Metro will work closely with MAG to develop a next generation long range regional transit plan and help member cities to identify their local transit needs. Strategies to address the funding shortfall and implement regional and local transit plans will include securing sustainable long-term regional and local funding, exploring all available federal funding opportunities, leveraging private funding/partnerships, as well as TOD to increase investments in transit.

The delivery of new transit infrastructure will provide economic benefits to Maricopa County and to the State of Arizona. Creating transportation options relieves roadway congestion allowing personal and commercial traffic to flow smoothly, reducing travel times and increasing productivity. Business travelers and tourists benefit from having viable options to renting automobiles and reducing the travel time to arrive at their destinations. With the completion of the Sky Train at Phoenix Sky Harbor Airport, incoming visitors today have rail transit access to downtown Phoenix and Tempe, and will have access to downtown Mesa in 2015. These rapid connections drive up numbers of convention bookings and resulting hotel and restaurant business.

Light rail infrastructure has opened the door for new businesses in the valley, bringing construction, jobs and money. A vibrant downtown attracts new residents, new business and visitors. For example, City Scape, a $500 million dollar multi-use development with over 20 new retail establishments was built as a direct result of the new light rail service which opened in 2009. The construction of a new campus by ASU in downtown Phoenix created new jobs, not only for the university facilities, but for the residential construction and businesses that support ASU students now living in a renewed urban center.

Revitalizing the construction sector is an important component of our local economy and transit construction projects bring new jobs and money. A more recent example of light rail urban renewal is the opening of new college campuses in the City of Mesa where light rail service is
expanding in late 2015. In the last two years, four new college campuses opened in Mesa. Albright, Benedictine, Wilkes and Upper Iowa campuses will bring over 2500 new students to the region. These new urban construction projects generate new jobs and more building supply sales for area businesses.

To remain competitive with other major metropolitan areas, Maricopa County must keep pace with changing demographics and preferences. Greater numbers of people are looking to locate into walkable urban areas with quicker access to work location and cultural attractions. Businesses are attracted to locations which have better access to transit for their employees and to transit-connected economic districts closer to suppliers and customers. Transit provides a less costly way for many to get to work, and using transit can allow employees more disposable income.

**Tactic A: Secure dedicated, sustainable long-term funding to advance the total transit network.**

This tactic includes working closely with MAG to prepare the next generation Regional Transportation Plan, that will include definition of transit needs and funding required to implement the Plan. This will then prepare the region to identify funding opportunities to modernize, maintain and expand the region’s transportation infrastructure to meet the growing needs of Valley residents and businesses. In addition, the current Phoenix sales tax for transit will expire in 2020 and Phoenix is actively developing a new transit plan to go before voters in the near future. Valley Metro’s involvement in the development of this plan is important to assure that the agency’s transit facility development and service expansion responsibilities are coordinated and integrated into Phoenix’s plan.

**Tactic B: Pursue all available funding opportunities for transit projects and services.**

This tactic includes developing, and regularly updating, a regional Short-Range Transit Program that will identify service and capital needs and implementation priorities for the region over a five-year period. This effort will contribute to defining federal, regional, and local funding needs and will position Valley Metro and its member agencies to effectively compete for funds. Developing strategies and seeking opportunities to maximize federal funding for key transit projects will be explored. Also, Valley Metro will work closely with member jurisdictions to develop short term (five to ten years) local transit implementation plans that identify capital and operating needs, costs, and funding opportunities.

**Tactic C: Seek opportunities to increase revenue generation.**

This tactic identifies revenue generating opportunities outside the transit farebox. It includes a discussion of greater system advertising and naming rights. Seeking additional revenue to support operational improvements and customer amenities is critical to a financially-sustainable organization.

**Tactic D: Seek opportunities to attract capital investment to advance transit projects through public/private partnerships.**

This tactic is designed to incubate strategies and initiatives that can lead to innovative project financing in concert with recent federal legislation and successful transit projects outside Arizona.
Tactic E: Work with local communities to leverage transit oriented development (TOD) to increase investment in transit.

In 2014 the Boards adopted a regional TOD Strategy, which defines the objectives and roles of regional agencies and local jurisdictions to encourage and develop land uses and infrastructure that are compatible with increasing investments in transit. This tactic includes working with MAG, member cities and the private development community to advance transit oriented development along high capacity transit corridors and other key transit routes throughout the region.

Goal 5: Advance the value of transit.

In collaboration with member agencies, Valley Metro is initiating efforts to communicate and raise awareness of the benefits of public transportation. Public transportation not only supports those who use the services, but the larger community that benefits from an asset that sustains regional competitiveness and enhances quality of life. It is critical to the future success and funding of transit to create an understanding of its inherent value through public relations, outreach and positive elected official relationships. This goal outlines ways to educate, survey and foster relationships that can help spread the message about the key role public transit plays in growing communities.

Tactic A: Develop and implement a communications plan to inform and educate the public on the value of transit.

This tactic entails targeted outreach and media campaigns to generate greater awareness of the benefits of public transportation. It also outlines ways to further educate the general public in an effort to see larger investments in public transportation in future years.

Tactic B: Collaborate with member agencies to advance the value of transit.

Outreach to our member cities will include opportunities to communicate the value of transit to city councils. The goal is to ensure elected officials have a complete understanding of the benefits that transit provides from a transportation and an economic perspective.

Tactic C: Maintain sound relationships with federal, state and regional agencies.

Timely and accurate information for member cities is critical to advancing transit in the region and maintaining sound relationships. Development of materials and direct communication that stresses the importance of investing in public transportation with our federal delegation provides valuable information as Congress develops legislation and establishes spending authority. Continued efforts to build relationships and educate the state legislature will be important as the region moves toward the extension of Proposition 400, either as a legislative and/or ballot initiative.
Performance Measurements

Adopted Service Standards by Transit Service Type
Transit service standards, including frequency, span of service, and days of operation have been adopted for each of Valley Metro’s defined transit service types. Transit service standards assist in the general design of services but also provide for a more consistent and reliable regional transit system for passengers. Service standards are based on the anticipated demand (number of riders), markets served (e.g. all day travel market versus commuter market), and proven industry practices employed by peer regions. For example, routes identified as Key Local Bus routes have higher demand: therefore, they have a higher minimum recommended standard for frequency (every 15 minutes during peak periods and 30 minutes off-peak) compared to Local Bus routes (every 30 minutes all day) which have lower general demand.

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Minimum Headway or Daily Trips</th>
<th>Minimum Span Week / Sat / Sun</th>
<th>Minimum Operating Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dial-a-Ride (ADA)</td>
<td>NA</td>
<td>16 hrs / 14 hrs / 12 hrs</td>
<td>Mon – Sun</td>
</tr>
<tr>
<td>Rural Connector</td>
<td>4 trips inbound / 4 trips outbound</td>
<td>NA</td>
<td>Mon – Fri</td>
</tr>
<tr>
<td>Community/Circulator</td>
<td>30 min</td>
<td>12 hrs / 0 hrs / 0 hrs</td>
<td>Mon – Fri</td>
</tr>
<tr>
<td>Local Bus</td>
<td>30 min*</td>
<td>16 hrs / 14 hrs / 12 hrs</td>
<td>Mon – Sun</td>
</tr>
<tr>
<td>Key Local Bus</td>
<td>15 min peak / 30 min base*</td>
<td>16 hrs / 14 hrs / 12 hrs</td>
<td>Mon – Sun</td>
</tr>
<tr>
<td>Limited Stop Peak</td>
<td>4 trips AM / 4 trips PM</td>
<td>NA</td>
<td>Mon – Fri</td>
</tr>
<tr>
<td>Limited Stop All-Day</td>
<td>Headways same as LRT, up to 2X Peak</td>
<td>16 hrs / 14 hrs / 12 hrs (Same as LRT)</td>
<td>Mon – Fri</td>
</tr>
<tr>
<td>Commuter Express</td>
<td>4 trips AM / 4 trips PM</td>
<td>NA</td>
<td>Mon – Fri</td>
</tr>
<tr>
<td>Light Rail Transit</td>
<td>12 min peak / 20 min base</td>
<td>18 hrs / 14 hrs / 12 hrs</td>
<td>Mon – Sun</td>
</tr>
</tbody>
</table>
Transit Service Performance Measures

Transit service performance measures are intended to assess the effectiveness of transit operations in achieving the adopted service provision goals, and help identify whether performance improvement actions taken to enhance performance and productivity are effective. Working in conjunction with the Transit Standards and Performance Measures (TSPM) Technical Advisory Group (TAG) and incorporating input received from peer Western U.S. transit agencies, several transit service performance measures have been developed. The performance measures are intended to be applied separately for each transit service type (the adopted transit service types are described in the TSPM Phase 1 Final Report and Executive Summary). In addition to the performance measures, a set of planning tools has been identified to assist with detailed evaluation of existing services or operations or to assess the potential performance of new or expanded services being contemplated.

Proposed Performance Measures

<table>
<thead>
<tr>
<th>Measures</th>
<th>Planning Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boardings/revenue mile</td>
<td>Boardings by stop</td>
</tr>
<tr>
<td>Boardings/revenue hour</td>
<td>Boardings by time of day</td>
</tr>
<tr>
<td>Boardings/revenue trip*</td>
<td>Service connectivity</td>
</tr>
<tr>
<td>Farebox recovery rate</td>
<td>Subsidy per boarding</td>
</tr>
<tr>
<td>On-time performance</td>
<td>Zero-auto households served</td>
</tr>
<tr>
<td></td>
<td>Low-income households served</td>
</tr>
<tr>
<td></td>
<td>Elderly persons served</td>
</tr>
<tr>
<td></td>
<td>Youth served</td>
</tr>
<tr>
<td></td>
<td>Persons with mobility disability served</td>
</tr>
<tr>
<td></td>
<td>Peak load factor</td>
</tr>
<tr>
<td></td>
<td>Headways/trips</td>
</tr>
<tr>
<td></td>
<td>Service span</td>
</tr>
<tr>
<td></td>
<td>Operating days</td>
</tr>
<tr>
<td></td>
<td>Population density</td>
</tr>
<tr>
<td></td>
<td>Employment density</td>
</tr>
<tr>
<td></td>
<td>Activity centers served</td>
</tr>
</tbody>
</table>

*For commuter express and limited stop peak services only
Implementation Standards for New Service

Based upon a review of peer transit agency methodologies and an analysis of transit service performance in the Valley Metro region, service implementation standards for new services were identified for each of the fixed-route service types identified in Phase I of this project. The implementation standards define thresholds for new services, which includes any new proposed transit service or major service change as defined by the adopted TLCP policies. These thresholds will be used to classify the type of service appropriate for any proposed new transit service using performance-based quantitative and qualitative measures.

### New Service Implementation Standards by Transit Service Type

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Thresholds for New Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Local</td>
<td>• Projected Boardings/Revenue Mile &gt; 90% of Bottom Quartile Threshold</td>
</tr>
<tr>
<td>Local</td>
<td>• Projected Boardings/Revenue Mile &gt; 90% of Bottom Quartile Threshold</td>
</tr>
<tr>
<td>Light Rail</td>
<td>• Determined through the completion of corridor-specific transit planning studies and through incorporation into the Regional Transportation Plan (RTP)</td>
</tr>
<tr>
<td>Limited Stop All Day</td>
<td>• Key local service operating in corridor has boardings/revenue mile &gt; Top Quartile Threshold</td>
</tr>
<tr>
<td></td>
<td>• Demand exceeding capacity on existing services in corridor</td>
</tr>
<tr>
<td>Limited Stop Peak</td>
<td>• Key local service operating in corridor has boardings/revenue mile &gt; Top Quartile Threshold</td>
</tr>
<tr>
<td></td>
<td>• Demand exceeding capacity on existing services in corridor</td>
</tr>
<tr>
<td></td>
<td>• Existing commuter-based market on a non-freeway corridor</td>
</tr>
<tr>
<td></td>
<td>o Estimated 6,400 person trips in market</td>
</tr>
<tr>
<td></td>
<td>o Corridor greater than 8 miles in length</td>
</tr>
<tr>
<td></td>
<td>o Serve top 10 regional employment center</td>
</tr>
<tr>
<td>Commuter Express</td>
<td>• Must serve a top ten employment district</td>
</tr>
<tr>
<td></td>
<td>• Existing commuter-based market on a freeway corridor</td>
</tr>
<tr>
<td></td>
<td>o Estimated 6,400 person trips in market</td>
</tr>
<tr>
<td></td>
<td>o Corridor greater than 8 miles in length</td>
</tr>
<tr>
<td>Community Circulator</td>
<td>• Based on market demand</td>
</tr>
<tr>
<td></td>
<td>• Routing structure connects neighborhoods to local or regional activity centers and resources</td>
</tr>
<tr>
<td></td>
<td>• Proposed new routes that are generally less than 10 miles in length that fall below the projected boardings per revenue mile for local service would be a candidate for community circulator standard of service, to help build a future market for transit use</td>
</tr>
<tr>
<td>Rural Connector</td>
<td>• Connect a rural community into the regional transit network</td>
</tr>
<tr>
<td></td>
<td>• Based on market demand</td>
</tr>
<tr>
<td>Demand Response/Flex Route</td>
<td>• Serves low-density (4 DU/Acre or lower) areas without fixed-route transit service or other available transit service options</td>
</tr>
<tr>
<td></td>
<td>• Can help build future demand for local transit market</td>
</tr>
<tr>
<td>Vanpool</td>
<td>• Serves groups of 6 to 15 persons with a common destination</td>
</tr>
<tr>
<td></td>
<td>• Provides a commuter express type option for limited-demand worksites not necessarily located within one of the top ten regional employment centers</td>
</tr>
</tbody>
</table>
Strategic Plan Performance Measurements

The strategic plan performance measurements are noted in the strategic plan matrix in Appendix I. The matrix identifies plan goals, tactics, measureable outcomes and timeframes for implementation.
Implementation/Monitoring/Update Plan

A matrix is provided in Appendix I that identifies a summary of tactics and sub-tactics for each goal, identified by short-, mid-, and long-term activities. Short-term is defined as the next fiscal year, mid-term is fiscal years 2017 and 2018, and long-term is fiscal years 2019 and 2020. Once a tactic is implemented, it will be monitored and measured. Based on the duration of the tactic and its outcome, the tactic may be refined or closed out.

Results for multi-year tactics will be reported and the tactic refined, adjusted, or changed for the next fiscal year. Typically, it takes at least one-year to measure tactic results; therefore, the strategic plan will be updated every two years.
Appendix I

The Valley Metro Strategic Plan Goals and Tactics Implementation Plan Matrix follows on the subsequent pages.
<table>
<thead>
<tr>
<th>Goals and Tactics</th>
<th>Measureable Outcome (Performance Measurement)</th>
<th>Timeframe for Tactic Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Goal 1: Increase customer focus.</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TACTIC A: Improve customer satisfaction.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Implement customer amenities and make use of newer technologies.</td>
<td>• Measure success based on customer surveys for both customer use and satisfaction.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Monitor new technologies and determine their applicability to the agency.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Implement smart card fare program for the general public. Examine the potential for mobile ticketing.</td>
<td>• Implement Smart card fare program</td>
</tr>
<tr>
<td></td>
<td>• Develop smart card fare program measurement for FY17 based on first year’s data and comparable industry standards.</td>
<td>• Measure Ridekick mobile application success.</td>
</tr>
<tr>
<td></td>
<td>• Establish partnership to examine and implement, where feasible, Wi-Fi on the light rail system, potentially as pilot initiative. Explore Wi-Fi for the bus network.</td>
<td>• Provide regular updates on progress to the Board for consideration</td>
</tr>
<tr>
<td></td>
<td>• Provide guidance and/or revenue to improve shade at bus stops.</td>
<td>• In cooperation with cities and through regional guidance, grow the amount of shade structures on transit system each year.</td>
</tr>
<tr>
<td>2. Improve passenger information systems.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Implement rider alerts for service delays and disruptions to multiple, customer platforms (website, trip planner, text message, mobile app).</td>
<td>• Measure success based on customer surveys and feedback.</td>
</tr>
<tr>
<td></td>
<td>• Renovate website and mobile site to be more customer-friendly and incorporate latest technology.</td>
<td>• Complete website renovation.</td>
</tr>
<tr>
<td></td>
<td>• Grow passenger wayfinding program to</td>
<td>• Provide better passenger access to transit services</td>
</tr>
<tr>
<td>Goals and Tactics</td>
<td>Measureable Outcome</td>
<td>Timeframe for Tactic Implementation</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>regional park-and-rides and at boarding locations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Incorporate communication-trained staff to OCC/Customer Service to provide immediate rider information via social media and rider alerts application.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Complete and continue to update bus stop database that lives online for passenger access.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. <strong>Work with transportation service and security contractors to increase emphasis on customer service.</strong></td>
<td>• Use customer complaints and/or feedback to determine improvements to assess passenger satisfaction with customer service.</td>
<td>Jeopardy (FY 2016)</td>
</tr>
<tr>
<td>• Work with contractors to develop a training program for operator customer service.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Meet with front line employees and bus and rail transportation contractors to emphasize customer service and the role they play in how they can affect customer satisfaction.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Upon contract renewal, implement a contractual requirement for the agency to meet with operators to convey our customer satisfaction direction.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TACTIC B: Evaluate and enhance passenger safety and security.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. <strong>Develop a System Safety Program Plan to address the top three to five priority goals of safety and security for both employees and riders and work collaboratively with the various contractors.</strong></td>
<td>• Document that the Valley Metro System Safety Program Plan is in the various contractor safety plans and audited by Valley Metro.</td>
<td>Jeopardy (FY 2016)</td>
</tr>
<tr>
<td></td>
<td>• Hold meetings to brief employees, riders and contractors on the importance of safety and to communicate Valley Metro’s safety goals.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Establish a Document Control Management System to ensure items are available and</td>
<td></td>
</tr>
<tr>
<td>Goals and Tactics</td>
<td>Measureable Outcome (Performance Measurement)</td>
<td>Timeframe for Tactic Implementation</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td></td>
<td>• Evaluate security model with customer perception of safety</td>
<td>X</td>
</tr>
<tr>
<td>2. Expand Safe Place program to bus operations in partnership with City of Phoenix.</td>
<td>• After FY16, evaluate program effectiveness and potential expansion areas.</td>
<td>X</td>
</tr>
</tbody>
</table>
| 3. Increase security presence on the rail system. | • Increase security presence - (identify costs and anticipated outcomes).  
 • Reconsider the current deployment model for mobile on board security. | | X |
| 4. Develop a liaison working group with local municipal law enforcement designed to provide transit knowledge and share information and intelligence regarding security on the bus system. | • Determine if local municipal law enforcement has better knowledge of Valley Metro transit service and that incidents are reduced.  
 • Report back the number of incidents shared and outcomes.  
 • Recommend that local municipal law enforcement collect and analyze criminal incidents on the buses and bus stops for their respective cities, which would represent the baseline data.  
 • After an educational/liaison effort of one year, recommend that local municipal law enforcement reevaluate incidents at six months and 12 months and compare against the baseline to determine if there has been reduction in criminal incidents on the bus system. Those reports would be submitted to Valley Metro. | | X | X |
| 5. Implement a safety/security app for passengers on light rail and bus system. | Survey passengers to determine if this app has increased their perception of safety. | | X |

**TACTIC C:** Enhance customer service to member cities.
<table>
<thead>
<tr>
<th>Goals and Tactics</th>
<th>Measureable Outcome (Performance Measurement)</th>
<th>Timeframe for Tactic Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Timely distribution of Valley Metro agenda packets.</td>
<td>• Obtain member city feedback to measure satisfaction through ongoing interactive discussions.</td>
<td>X       X       X</td>
</tr>
<tr>
<td>2. Maintain lines of open communication.</td>
<td></td>
<td>X       X       X</td>
</tr>
<tr>
<td>3. Consider community needs when developing regional plans.</td>
<td></td>
<td>X       X       X</td>
</tr>
<tr>
<td>4. Member Cities to actively participate on the Valley Metro committees/Board.</td>
<td>• Maintain attendance records of member city participation on committees and working groups.</td>
<td>X       X       X</td>
</tr>
<tr>
<td>5. Continue to meet regularly with member cities through Board meetings, RMC/TMC, and established staff committee structure.</td>
<td>• Provide information memos early in the process with enough detail for member city review.</td>
<td>X       X       X</td>
</tr>
<tr>
<td></td>
<td>• Distribute regular summaries of active items being worked on by Valley Metro to Boards and member city staff.</td>
<td>X       X       X</td>
</tr>
<tr>
<td>6. Valley Metro to participate in city activities.</td>
<td>• Track city activities in which Valley Metro participates.</td>
<td>X       X       X</td>
</tr>
<tr>
<td><strong>TACTIC D: Continue to provide high-level and timely assistance to communities and businesses in construction areas.</strong></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>1. Implement business assistance plans that are timely and innovative for future rail extensions.</td>
<td>• Conduct surveys of business stakeholders following revenue service openings to understand program effectiveness and identify future improvements.</td>
<td>X       X       X</td>
</tr>
<tr>
<td></td>
<td>• Complete business assistance plans for the Tempe Streetcar and Gilbert Road Light Rail Extension.</td>
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<tr>
<td></td>
<td>• Create business assistance plans 18 months prior to initiation of construction. Support earlier business outreach as necessary.</td>
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</tr>
<tr>
<td><strong>TACTIC E: Enhance services and facilities for seniors and people with disabilities.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Initiate a pilot travel training program that will assist customers to transition to fixed Dial-a-Ride customers to fixed route services and</td>
<td>X</td>
<td></td>
</tr>
<tr>
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<tr>
<td>route services.</td>
<td>Platinum Pass usage.</td>
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<tr>
<td></td>
<td>• Develop performance metric based on prior year’s data.</td>
<td></td>
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<tr>
<td>2. Develop a more seamless, cost-effective ADA Dial-a-Ride network with cities as partners.</td>
<td>• Complete the regional paratransit plan update.</td>
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</tr>
<tr>
<td></td>
<td>• Reduce passenger transfers between networks.</td>
<td></td>
</tr>
<tr>
<td>Goal 2: Advance performance based operation.</td>
<td></td>
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</tr>
<tr>
<td>TACTIC A: Operate an effective, reliable, high performing transit system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Develop and implement transit standards and performance measures to evaluate existing and proposed transit services and facilities.</td>
<td>• Use the performance measures to annually evaluate the performance and adjust service as appropriate.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Monitor and update measures, as appropriate, every other year.</td>
<td></td>
</tr>
<tr>
<td>2. Develop an asset management plan for Valley Metro infrastructure, facilities, and vehicles to maintain a state of good repair.</td>
<td>• Complete a comprehensive asset management plan to include a list of agency’s assets, preventive maintenance program, system of tracking work performed, and warranty recovery.</td>
<td></td>
</tr>
<tr>
<td>3. Ensure level of all Valley Metro operations service and maintenance performance indicators meet or exceed industry standards and historical expectations.</td>
<td>• Track performance indicators on a monthly basis and report deficiencies and apply contractor disincentives as appropriate.</td>
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</tr>
<tr>
<td></td>
<td>• Use the performance indicators to annually evaluate the performance and adjust as appropriate.</td>
<td></td>
</tr>
<tr>
<td>4. Prepare and regularly update short range transit programming documents to ensure efficient allocation of resources.</td>
<td>• Complete Short Range Transit Program and integrate with the Transit Lifecycle Program (TLCP), Rail and Bus Fleet Management Plans.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Annually update programming documents to reflect funding and performance.</td>
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</tr>
<tr>
<td>TACTIC B: Enhance Valley Metro’s role in route services.</td>
<td></td>
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<tr>
<td><strong>sustainability and the environment.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Implement the Sustainability Action Plan and Program as approved by the Boards in August 2014.</td>
<td>• Obtain APTA sustainability program bronze level.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Go from APTA bronze to silver level in five years.</td>
<td></td>
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<tr>
<td><strong>TACTIC C: Deliver projects and services on-time/on-budget.</strong></td>
<td></td>
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</tr>
<tr>
<td>1. Advance projects in the current regional transportation plan and Transit Life Cycle program.</td>
<td>• Meet or accelerate revenue service dates in the plan.</td>
<td>X</td>
</tr>
<tr>
<td>2. Deliver capital projects on-time/on-budget.</td>
<td>• Provide monthly cost reports showing budget, actual costs, earned percent complete, forecasted costs, and variances against the current budget. The budgets will be tracked by Work Breakdown Structure (WBS), SCC and cost codes, and combinations thereof.</td>
<td>X</td>
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<tr>
<td></td>
<td>• Prepare, analyze &amp; issue exception reports that will enable the project management team to detect and identify potential problems early. Include trend analysis, variance reporting, and extraordinary cost impacts with recommended solutions.</td>
<td></td>
</tr>
<tr>
<td>3. Implement expansion of services per the Transit Life Cycle Program.</td>
<td>• Adhere to Transit Life Cycle Program – track expansion of services and report on progress.</td>
<td>X</td>
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<tr>
<td></td>
<td>• Assess and take corrective actions to address any Proposition 400 audit findings.</td>
<td></td>
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<tr>
<td><strong>TACTIC D: Maintain a culture to recruit and retain a qualified and diverse workforce.</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Develop a program to recruit and retain a qualified and diverse workforce.</td>
<td>• Reduce turnover rates by job classification.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Streamline the recruiting and hiring process and evaluate and implement best practice recruitment tools and initiatives with a focus on</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reduce recruiting and hiring processes timelines.</td>
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</tr>
<tr>
<td></td>
<td>• Use of best practices for recruiting and hiring.</td>
<td></td>
</tr>
<tr>
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<tr>
<td>on operations, maintenance and customer service positions.</td>
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</tr>
<tr>
<td>• Enhance orientation program.</td>
<td>• Measure new employees’ knowledge of broad initiatives of organization and each division.</td>
<td>X</td>
</tr>
<tr>
<td>2. Implement a training and development program.</td>
<td>• Review success of training initiatives.</td>
<td>X</td>
</tr>
<tr>
<td>• Determine training and career development based on an assessment of staff needs.</td>
<td>• Use results to prioritize training, identify needed courses and programs, and allocate resources.</td>
<td>X</td>
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<tr>
<td></td>
<td>• Track whether staffs are learning the appropriate skill sets for their jobs.</td>
<td>X</td>
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<tr>
<td>• Develop a succession planning program.</td>
<td>• Complete a succession plan; track internal promotions for key jobs, especially those vacated by retirees.</td>
<td>X X</td>
</tr>
<tr>
<td>3. Strengthen internal communications and staff engagement.</td>
<td>• Develop/distribute internal employee newsletter on a quarterly basis.</td>
<td>X X X</td>
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<td></td>
<td>• Develop an employee recognition program.</td>
<td>X</td>
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<td></td>
<td>• Survey staff and/or develop a task force to generate feedback on the value of communication efforts and on ways to be more engaged.</td>
<td>X</td>
</tr>
<tr>
<td>TACTIC E: Maintain strong fiscal controls to support Valley Metro's long-term sustainability.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Maintain cash reserves above 20% of annual operating costs.</td>
<td>• Ensure 20% cash and investment balance of annual operating costs at year end.</td>
<td>X X X</td>
</tr>
<tr>
<td>• Refine cash flow projections to secure appropriate reserves and maximize returns on cash investments.</td>
<td></td>
<td></td>
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<tr>
<td>• Maintain AA Bond Rating.</td>
<td>• Secure Standard &amp; Poor’s rating at or above AA</td>
<td>X X X</td>
</tr>
<tr>
<td>o Maintain positive and routine communications with rating agencies.</td>
<td>• Secure Fitch Ratings Inc. rating at or above AA</td>
<td></td>
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<td></td>
<td>• Secure Moody’s rating at or above Aa2</td>
<td>X</td>
</tr>
<tr>
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</tr>
<tr>
<td>• Maintain Fare Structure and collections in support of regionally adopted fare recovery goals.</td>
<td>• Report regional fare recovery with annual TPR.</td>
<td>X X X</td>
</tr>
<tr>
<td></td>
<td>• Adjust fares as needed to remain proportional to increased cost of operations.</td>
<td></td>
</tr>
<tr>
<td>• Maintain clean opinions on Annual Audits and ensure CAFR receives GFOA Certificate of Excellence in Financial Reporting.</td>
<td>• Receive unmodified financial statement opinion from auditors.</td>
<td>X X X</td>
</tr>
<tr>
<td></td>
<td>• Take immediate and effective corrective actions for any audit findings.</td>
<td></td>
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<tr>
<td></td>
<td>• Maintain continuous improvement program to meet and exceed GFOA standards for ease of understanding and communication of agency goals, mission, initiatives and financial results.</td>
<td></td>
</tr>
<tr>
<td>• Deliver Annual Budgets to Members on time.</td>
<td>• Deliver annual budget to Member Cities by third week of February to ensure coordination and integration with Member City Budgets.</td>
<td>X X X</td>
</tr>
<tr>
<td>• Hold actual costs within Annual Budget.</td>
<td>• Hold actual operating costs versus operating budget to a favorable variance of less than 10%.</td>
<td>X X X</td>
</tr>
<tr>
<td></td>
<td>• Utilize industry standards benchmarking to measure and track board approved service plan.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Baseline budget annual cost of operations versus vehicle revenue miles and passenger boardings.</td>
<td></td>
</tr>
</tbody>
</table>

**Goal 3: Grow transit ridership.**

**TACTIC A: Expand and improve transit services to reach new markets.**

1. **Partner with stakeholders to incentivize expanded transit/alternative mode use.**  
   • Maintain communication effectiveness of Valley Metro TRP representatives at 95% or higher as measured by the annual Transportation Coordinator survey.  
   • Generate increased use of Platinum Pass (or future smart card program) by both large and small businesses year over year.  

<table>
<thead>
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<tbody>
<tr>
<td>• Maintain communication effectiveness of Valley Metro TRP representatives at 95% or higher as measured by the annual Transportation Coordinator survey.</td>
<td>X X X</td>
</tr>
<tr>
<td>• Generate increased use of Platinum Pass (or future smart card program) by both large and small businesses year over year.</td>
<td>X X X</td>
</tr>
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</tbody>
</table>
| • Review fare policy to encourage new business participation by offering incentives.  
• Work closely with the City of Phoenix to evaluate fare structure and smart card/mobile ticketing programs. | • Implement a more incentivized fare structure which is conducive to support a smart card fare payment program. | X | X | X |
| • Market availability and opportunity of vanpool program to areas underserved by fixed route bus/rail options. | • Grow vanpool program by 4% across the next five years.  
• Integrate vanpool/carpool opportunities into trip planner. | X | X | X |
| **2. Expand services utilizing programmed and excess PTF funds.** | • Implement Fall 2015 service changes, including improvements and other services to be defined. | X | | |
| | • Use TLCP, Transit Standards and Performance Measures and Short Range Transit Program to identify, prioritize and implement PTF-funded service expansion. | X | X | |
| **3. Increase service frequency to address capacity needs and attract new riders.** | • Increase rail service frequency.  
• Increase bus service frequency. | | X | |
| **4. Agree upon a plan for ASU transit services and fare program that will enhance transit ridership.** | • Develop implementation plan for ASU’s service and fares by Fall 2016. | X | | |
| | • Implement the ASU plan. | X | X | |
| **5. Complete sub-regional and community transit plans to facilitate future service expansion.** | • Complete SE Valley Transit System Study and Buckeye Transit Plan. | X | | |
| | • Work with MAG and member agencies to complete additional sub-regional and local plans. | | X | X |
| **6. Gain better understanding of transit user travel patterns.** | • Complete transit rider origin and destination survey. | X | | |

**TACTIC B: Improve connectivity of transit services for greater effectiveness.**
<table>
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<tr>
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<td><strong>Timeframe for Tactic Implementation</strong></td>
</tr>
<tr>
<td><strong>1. Analyze the region’s transit system to optimize connectivity between transit services.</strong></td>
<td>• Complete the service optimization task for the Southeast Valley Transit System Study.</td>
<td>X</td>
</tr>
<tr>
<td><strong>2. Prepare and implement regional plan to enhance bike and pedestrian connections to transit.</strong></td>
<td>• Complete regional bike and pedestrian connections to transit plan.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Implement enhanced bike and pedestrian services.</td>
<td>X</td>
</tr>
<tr>
<td><strong>3. Complete analysis to effectively connect bus services to existing and new LRT extensions.</strong></td>
<td>• Implement bus service restructuring for NWE and CME.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Implement bus service restructuring to support Tempe Streetcar and Gilbert Road LRT Extension.</td>
<td>X</td>
</tr>
<tr>
<td><strong>TACTIC C: Communicate availability, attractiveness and safety of transit service.</strong></td>
<td><strong>TACTIC D: Partner with the business community to provide transit services to support their economic growth and attract new businesses.</strong></td>
<td></td>
</tr>
<tr>
<td><strong>1. Conduct discretionary ridership campaigns to continue to attract riders to transit system and alternative modes.</strong></td>
<td>• Attract additional website traffic year over year.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Achieve favorable impression of alternative modes advertising program of at least 75% as measured by the annual TDM survey.</td>
<td>X</td>
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<tr>
<td></td>
<td>• Obtain customer satisfaction rating from the non-riding public through periodic surveys.</td>
<td>X</td>
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<tr>
<td></td>
<td>• Grow Valley Metro’s social media dialogue and followers by a favorable margin.</td>
<td>X</td>
</tr>
<tr>
<td><strong>2. Conduct a pro-active media relations approach with local and national media outlets.</strong></td>
<td>• Generate a positive media story each quarter.</td>
<td>X</td>
</tr>
<tr>
<td><strong>3. Celebrate new service openings and extensions as appropriate.</strong></td>
<td>• Conduct route promotions/celebrations, as appropriate, with bi-annual service changes.</td>
<td>X</td>
</tr>
<tr>
<td><strong>TACTIC D: Partner with the business community to provide transit services to support their economic growth and attract new businesses.</strong></td>
<td><strong>1. Engage with business community (e.g.,</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Track meeting attendance and make presentations</td>
<td>X</td>
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<tr>
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<tr>
<td>Greater Phoenix Economic Council, Greater Phoenix Chamber, WESTMARC, and East Valley Partnership and other business groups) to integrate transit into strategic initiatives working with the cities.</td>
<td>regarding the benefits of transit. • Seek the inclusion of transit supportive policies by business groups.</td>
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<tr>
<td>Goal 4: Focus on economic development, regional competitiveness and financial resources.</td>
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<tr>
<td>TACTIC A: Secure dedicated, sustainable long-term funding to advance the total transit network.</td>
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</tr>
<tr>
<td>1. Work closely with member cities and MAG to develop the transit element for the next generation Regional Transportation Plan.</td>
<td>• Analyze and prepare report documenting mid- and long-term unmet regional transit needs and priorities.</td>
<td></td>
</tr>
<tr>
<td>2. Work with Phoenix to develop a transit plan to support extension of T2000.</td>
<td>• Ensure that the Phoenix transit plan integrates regional transit needs.</td>
<td>X</td>
</tr>
<tr>
<td>TACTIC B: Pursue all available funding opportunities for transit projects and services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Aggressively pursue federal transit funding opportunities at the regional level.</td>
<td>• Per priorities established in the Short Range Transit Program and fleet plans, aggressively pursue federal funding opportunities for transit capital and operations through MAG.</td>
<td>X</td>
</tr>
<tr>
<td>2. Develop strategy to pursue federal discretionary funds for future transit corridor projects</td>
<td>• Complete a report that analyzes all high capacity transit corridor projects in the Regional Transportation Plan to assess their potential for federal funding.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Configure a program of projects which collectively maximize federal funds to the region.</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>• Review and analyze all high capacity transit corridor projects in the Regional Transportation Plan to assess their potential for federal funding.</td>
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### Goals and Tactics

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<tr>
<td>• Prepare an annual update based upon the latest FTA funding regulations and policies.</td>
<td>Short-term (FY 2016) Mid-term (FY 2017 and 2018) Long-term (FY 2019 and FY 2020)</td>
</tr>
</tbody>
</table>

#### 3. Work with member jurisdictions to identify their short-term local transit needs.

- Work with member communities to develop short range transit implementation plans, which address local transit service needs, costs and potential funding.

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#### TACTIC C: Seek opportunities to increase revenue generation.

1. Grow transit advertising program to bus operations.
   - Generate revenue that supports improving bus program amenities.
   - FY17 and beyond – Grow non-farebox revenue by investigating and implementing new program(s) (i.e., transit TV advertising, vending).

2. Establish naming rights program for rail system.
   - Finalize sponsorship agreement for naming rights of 20-mile light rail line.
   - Explore naming rights opportunities for future rail/streetcar extensions.

#### TACTIC D: Seek opportunities to attract capital investment to advance transit projects through public/private partnerships.

1. Reach out to private entities known to develop PPP to explore opportunities.
   - Conduct outreach to potential PPP entities.

2. Engage with FTA in MAP-21's Private Sector Participation.
   - Register for and join FTA's Online Dialog. Shape FTA's “Notice of Proposed Rule Making” and assist in the development of P3 transaction and model contracts.

#### TACTIC E: Work with local communities to leverage transit oriented development (TOD) to increase investment in transit.
## Goals and Tactics

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<tbody>
<tr>
<td>1. Promote/educate cities and developers on regional TOD Benefits and Principles.</td>
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<tr>
<td>• Track presentations to educate member agency management staff and City Councils.</td>
<td>X</td>
</tr>
<tr>
<td>• Track presentations and fact sheets to educate developers individually and at their professional organizations.</td>
<td>X</td>
</tr>
<tr>
<td>2. Develop a TOD plan to guide the agency’s activities and roles.</td>
<td></td>
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<tr>
<td>• Obtain Board approval of plan.</td>
<td></td>
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<tr>
<td>3. Research and monitor regional trends regarding TOD implementation and successes.</td>
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<tr>
<td>• Report regularly to Board on TOD successes.</td>
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### Goal 5: Advance the value of transit.

**TACTIC A: Develop and implement a communications plan to inform and educate the public on the value of transit.**

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<tr>
<th>Measureable Outcome (Performance Measurement)</th>
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<tbody>
<tr>
<td>1. Conduct targeted outreach to share the value of transit.</td>
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<tr>
<td>• Conduct a follow-up phone survey to measure public awareness of value of transit campaign and overall perception of transit. (Baseline survey conducted in FY15.)</td>
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<tr>
<td>• Conduct periodic survey(s) to understand saturation of the value of transit message.</td>
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<tr>
<td>• Implement a speakers bureau to share the value of transit message and generate local support for greater transportation investment.</td>
<td>X</td>
</tr>
<tr>
<td>• Organize a rider-based group to distribute value of transit message and hear feedback.</td>
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<tr>
<td>• Include a variety of messages including the value of transit from a sustainability perspective.</td>
<td>X</td>
</tr>
<tr>
<td>2. Continue media campaign to raise greater awareness of the value of transit.</td>
<td></td>
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<tr>
<td>• Share customer/business experiences that demonstrate viability and importance of transit to larger community.</td>
<td>X</td>
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<tr>
<td>Goals and Tactics</td>
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<tr>
<td></td>
<td>• Conduct media buys to generate impressions of the value of transit campaign.</td>
</tr>
<tr>
<td>3. Support City of Phoenix and region in efforts to extend/increase public transit funding.</td>
<td>• Provide liaison to support City of Phoenix’ future transportation planning effort.</td>
</tr>
<tr>
<td></td>
<td>• Distribute value of transit messaging and printed material to community groups and key audiences.</td>
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<td></td>
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<tr>
<td>TACTIC B: Collaborate with member agencies to advance the value of transit.</td>
<td></td>
</tr>
<tr>
<td>1. Work with member cities to communicate the importance of public transit to city councils and elected officials.</td>
<td>• Visit all councils over the next three years.</td>
</tr>
<tr>
<td>TACTIC C: Maintain sound relationships with federal, state and regional agencies.</td>
<td></td>
</tr>
<tr>
<td>1. Communicate the value of transit to federal elected officials.</td>
<td>• Develop an annual legislative program for Valley Metro.</td>
</tr>
<tr>
<td></td>
<td>• Document communication with members of Congress and staff on public transportation issues.</td>
</tr>
<tr>
<td></td>
<td>• Conduct an annual luncheon during the APTA and NLC Legislative Conferences to communicate regional interests.</td>
</tr>
<tr>
<td>2. Monitor and evaluate legislative proposals at the state legislature.</td>
<td>• Communicate state legislative issues of importance to member cities.</td>
</tr>
<tr>
<td></td>
<td>• When necessary, attend committee meetings to provide input on issues relative to public transportation.</td>
</tr>
<tr>
<td></td>
<td>• Participate in legislative and/or ballot initiative efforts related to extension efforts of Proposition 400.</td>
</tr>
</tbody>
</table>
Appendix II

The Valley Metro Strategic Assessment charts follow on the subsequent pages.
1.0 **Revenue and Expense Tables**

1.1 **Light Rail Expenses**

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**Chart 1:** Light Rail Expenses ($millions)

**Chart 2:** Light Rail Expenses (% of total)
1.2 Light Rail Vehicle Maintenance Expenses

Chart 3: Breakdown of Light Rail Vehicle Maintenance Expenses

1.3 Bus Expenses

Chart 4: Bus Expenses ($ millions)
1.4 Light Rail Revenues
1.5 Bus Revenues
1.6 Federal Fund Projections – Preventative Maintenance Funds
1.7 Demand Taxi and Dial-a-Ride

Chart 11: Fare per Rider

Chart 12: Ridership
1.8 Vanpool

Chart 13: Operating Cost Metrics

Chart 14: Operating Costs
Chart 15: Vehicle-Revenue Miles and Ridership
2.0 **Financial and Operating Metrics**

2.1 **Valley Metro Bus and Light Rail Operating Metrics**

Chart 16: Valley Metro Operating Metrics (volume in millions)
2.2 Vehicle-Revenue Miles (VRM)

Chart 17: Bus and Light Rail VRM Benchmark Comparison

Notes: NTD data (Valley Metro only); growth rates measured from 2010 to 2012; average calculation is un-weighted.
2.3 Ridership

Chart 18: Bus and Light Rail Ridership Benchmark Comparisons
2.4 Passenger-Miles Travelled

Chart 19: Bus and Light Rail PMT Benchmark Comparisons

Note: NTD data (Valley Metro only); growth rates measured from 2010 to 2012; average calculation is un-weighted.
2.5 Average Length of Trip

Chart 20: Bus and Light Rail Average Length of Trip Benchmark Comparisons

Notes: NTD data (Valley Metro only); growth rates measured from 2010 to 2012; average calculation is un-weighted.
2.6 Farebox Recovery

Chart 21: Rail Farebox Recovery %

Chart 22: 2012 Rail Farebox Recovery %
2.7 Light Rail Fares

Chart 25: Average Fare Growth – Light Rail

2.8 Bus Fares

Chart 26: Average Fare Growth – Bus
2.9 Rail Operating Costs per Rider

Chart 27: Rail Operating Costs per Rider and Benchmark Comparisons

2.10 Bus Operating Costs per Rider

Chart 28: Bus Operating Costs per Rider and Benchmark Comparisons
2.11 Growth Trends

Chart 29: Ridership Growth Compared to County Growth
3.0 Customer Satisfaction

3.1 Rider Characteristics

Chart 30: Car Ownership

Chart 31: Transit Access Mode
3.2 Overall Customer Satisfaction

Chart 32: Overall Customer Satisfaction by Year

Chart 33: Customer Satisfaction by Rider Segment (2014)
3.3 Primary Reasons for Customer Satisfaction

Chart 34: Primary Reason for Satisfaction, by Rider Segment

<table>
<thead>
<tr>
<th>Primary Reason for Satisfaction</th>
<th>Bus Only</th>
<th>Bus/Light Rail</th>
<th>Light Rail Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequent/available/reliable</td>
<td>11%</td>
<td>24%</td>
<td>24%</td>
</tr>
<tr>
<td>Satisfied/good service</td>
<td>17%</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Good routes/convenient routes</td>
<td>15%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Friendly/helpful/careful/good drivers</td>
<td>12%</td>
<td>9%</td>
<td>N/A</td>
</tr>
<tr>
<td>It's convenient</td>
<td>1%</td>
<td>2%</td>
<td>18%</td>
</tr>
<tr>
<td>Don't have to deal with traffic/less stress</td>
<td>1%</td>
<td>2%</td>
<td>13%</td>
</tr>
<tr>
<td>Clean</td>
<td>2%</td>
<td>1%</td>
<td>11%</td>
</tr>
<tr>
<td>Fast</td>
<td>2%</td>
<td>1%</td>
<td>8%</td>
</tr>
<tr>
<td>Serves money/cheap</td>
<td>3%</td>
<td>1%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Key differences between bus only and rail only

3.4 Change in Satisfaction Over Time

Chart 35: Change in Bus Satisfaction

<table>
<thead>
<tr>
<th>Bus Satisfaction</th>
<th>2014</th>
<th>Change since 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Usefulness of Transit Book</td>
<td>81%</td>
<td>N/A</td>
</tr>
<tr>
<td>Online Trip Planner</td>
<td>79%</td>
<td>+6%</td>
</tr>
<tr>
<td>Downloading eTransit Book Maps and Schedules</td>
<td>79%</td>
<td>N/A</td>
</tr>
<tr>
<td>Personal Safety</td>
<td>79%</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Service when calling 602-253-5000</td>
<td>76%</td>
<td>0%</td>
</tr>
<tr>
<td>Availability of locations to purchase passes</td>
<td>72%</td>
<td>N/A</td>
</tr>
<tr>
<td>Cleanliness inside the bus</td>
<td>72%</td>
<td>+7%</td>
</tr>
<tr>
<td>Driver courtesy</td>
<td>71%</td>
<td>-6%</td>
</tr>
<tr>
<td>Value of service for fare paid</td>
<td>71%</td>
<td>+8%</td>
</tr>
<tr>
<td>Notification of service changes</td>
<td>70%</td>
<td>+4%</td>
</tr>
<tr>
<td>NextRide text or call for next bus arrival</td>
<td>70%</td>
<td>N/A</td>
</tr>
<tr>
<td>Ability to transfer between buses</td>
<td>65%</td>
<td>+4%</td>
</tr>
<tr>
<td>Cleanliness at bus stop</td>
<td>60%</td>
<td>N/A</td>
</tr>
<tr>
<td>Bus arrival times</td>
<td>56%</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>72%</td>
<td>+3%</td>
</tr>
</tbody>
</table>
### Chart 36: Change in Rail Satisfaction

<table>
<thead>
<tr>
<th>Rail Satisfaction</th>
<th>2014</th>
<th>Change since 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train arrival times</td>
<td>93%</td>
<td>+1%</td>
</tr>
<tr>
<td>Ease to purchase passes at fare vending machines</td>
<td>89%</td>
<td>N/A</td>
</tr>
<tr>
<td>Cleanliness inside the train</td>
<td>87%</td>
<td>-4%</td>
</tr>
<tr>
<td>Train station kiosk signage</td>
<td>87%</td>
<td>N/A</td>
</tr>
<tr>
<td>Value of service for fare paid</td>
<td>86%</td>
<td>0%</td>
</tr>
<tr>
<td>Quantity and quality of onboard announcements</td>
<td>86%</td>
<td>N/A</td>
</tr>
<tr>
<td>Usefulness of Transit Book</td>
<td>85%</td>
<td>N/A</td>
</tr>
<tr>
<td>Cleanliness of the light rail stations</td>
<td>85%</td>
<td>N/A</td>
</tr>
<tr>
<td>Online Trip Planner</td>
<td>83%</td>
<td>N/A</td>
</tr>
<tr>
<td>Customer Service when calling 602-253-5000</td>
<td>83%</td>
<td>N/A</td>
</tr>
<tr>
<td>Personal Safety</td>
<td>82%</td>
<td>N/A</td>
</tr>
<tr>
<td>NextRide text or call for next train arrival</td>
<td>82%</td>
<td>N/A</td>
</tr>
<tr>
<td>Ability to transfer between light rail and bus</td>
<td>82%</td>
<td>-3%</td>
</tr>
<tr>
<td>Presence of fare inspectors</td>
<td>75%</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>85%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

### 3.5 Bus vs Rail Satisfaction Comparison

### Chart 37: Bus vs Rail Satisfaction, by % Satisfied

<table>
<thead>
<tr>
<th>Bus to Rail Comparison</th>
<th>Bus</th>
<th>Rail</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus/Train arrival times</td>
<td>56%</td>
<td>93%</td>
<td>37%</td>
</tr>
<tr>
<td>Cleanliness of the stations/stops</td>
<td>60%</td>
<td>85%</td>
<td>25%</td>
</tr>
<tr>
<td>Ease/availability of purchasing passes</td>
<td>72%</td>
<td>89%</td>
<td>17%</td>
</tr>
<tr>
<td>Ability to transfer to (another) bus</td>
<td>65%</td>
<td>82%</td>
<td>17%</td>
</tr>
<tr>
<td>Cleanliness inside the vehicle</td>
<td>72%</td>
<td>87%</td>
<td>15%</td>
</tr>
<tr>
<td>Value of service for fare paid</td>
<td>71%</td>
<td>86%</td>
<td>15%</td>
</tr>
<tr>
<td>NextRide text or call for next train/bus arrival</td>
<td>70%</td>
<td>82%</td>
<td>12%</td>
</tr>
<tr>
<td>Customer Service when calling 602-253-5000</td>
<td>76%</td>
<td>83%</td>
<td>7%</td>
</tr>
<tr>
<td>Usefulness of Transit Book</td>
<td>81%</td>
<td>85%</td>
<td>4%</td>
</tr>
<tr>
<td>Online Trip Planner</td>
<td>79%</td>
<td>83%</td>
<td>4%</td>
</tr>
<tr>
<td>Personal Safety</td>
<td>79%</td>
<td>82%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td>71%</td>
<td>85%</td>
<td>14%</td>
</tr>
</tbody>
</table>

63
### 3.6 Priorities to Improve Transit

<table>
<thead>
<tr>
<th>Priorities for Improving Public Transit</th>
<th>Bus Only</th>
<th>Bus/Light Rail</th>
<th>Light Rail Only</th>
<th>Difference from Rail to Bus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extended bus service hours (nights, early morning, weekends)</td>
<td>72%</td>
<td>74%</td>
<td>26%</td>
<td>46%</td>
</tr>
<tr>
<td>Extended bus routes to more areas</td>
<td>60%</td>
<td>51%</td>
<td>18%</td>
<td>42%</td>
</tr>
<tr>
<td>More frequent bus service</td>
<td>47%</td>
<td>46%</td>
<td>10%</td>
<td>37%</td>
</tr>
<tr>
<td>Expanded light rail to more areas</td>
<td>13%</td>
<td>38%</td>
<td>66%</td>
<td>53%</td>
</tr>
<tr>
<td>More frequent light rail service</td>
<td>4%</td>
<td>5%</td>
<td>26%</td>
<td>22%</td>
</tr>
<tr>
<td>More bicycle lanes</td>
<td>7%</td>
<td>6%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>More park-and-rides/transit centers</td>
<td>2%</td>
<td>2%</td>
<td>19%</td>
<td>17%</td>
</tr>
<tr>
<td>More bus pullout bays</td>
<td>8%</td>
<td>4%</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>More RAPID/Express bus service</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Improve customer service of drivers/more courteous/helpful</td>
<td>3%</td>
<td>5%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Make sure buses arrive on time</td>
<td>4%</td>
<td>4%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>More left turn arrows at intersections</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Expanded Dial-a-Ride</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>5%</td>
<td>1%</td>
<td>9%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Key areas: bus/light rail riders similar to bus-only riders