COUNCIL STAFF REPORT

CITY COUNCIL *of* SALT LAKE CITY

TO: City Council Members

FROM: Russell Weeks
Public Policy Analyst

DATE: March 12, 2015 at 11:34 AM

RE: **TRANSIT MASTER PLAN -- LAUNCH**

Council Sponsor: Lisa Adams

Item Schedule:

Briefing: March 17, 2015
Set Date: N/A
Public Hearing: N/A
Potential Action: N/A

VIEW ADMINISTRATION'S PROPOSAL

ISSUE AT-A-GLANCE

Goal of the briefing: To start work with the City Council to prepare a transit master plan for Salt Lake City.

This item is a briefing about the start of work to prepare a transit master plan for Salt Lake City. The briefing will include discussion of the schedule from start to completion. A draft of the master plan is scheduled to be published in December. After publication the draft will be considered for adoption.

Nelson/Nygaard Consulting Associates of San Francisco was awarded the contract last year to prepare the master plan. The company plans to work with Fehr & Peers and Leland Consulting as well as the Transportation Division, the Community & Economic Development Department, and other divisions and departments in Salt Lake City.

After the March 17 briefing, the consultants and Administration plan three other briefings before the City Council as work progresses. The Division and City Council staff also have scheduled meetings with Council Members to obtain individual Member's views on future transit in Salt Lake City.

POLICY QUESTIONS

1. The initial briefing largely focuses on public involvement. One of the deliverables in the public involvement task includes, "A vision statement and metrics by which we evaluate concurrence with it."[1] How will the vision statement be developed, and what methods will be used to measure people's concurrence with the statement?

2. Two activities described as optional activities to provide City Council engagement are a workshop or retreat, and a fact-finding trip to Boulder, Colorado, to see how that city's transit system operates and is funded. The Transportation Division, UTA, and City Council staff last week began arranging a trip to Boulder later in the year. Is the City Council interested also in meeting in a retreat or workshop setting to discuss transit in Salt Lake City?

3. Another deliverable in the scope of services calls for a market assessment to identify "existing transit markets, latent transit markets, and markets that may be maximized in the future based on trends and correction of deficiencies in the existing transit system as well as the use of land-use information …"[2] In its response to the request for proposals, Nelson/Nygaard said it would conduct a detailed analysis of the three market facets. The company's response also said the market assessment "will be related to the user experience and mode integration assessment and gap analysis" to "help identify the barriers to transit use for particular markets and corridors …"[3] How will the market assessment relate to a rider's experience on transit, the kinds of transit used, and where transit might be lacking?

4. A draft master plan is projected to be finished in December and will be formally considered after that. Two pending transit items – locally preferred alternatives for the South Davis transit corridor and for a downtown streetcar line – already are in progress, but still require City Council consideration. Should the City Council wait until after it considers the draft master plan before considering the two pending items, or should the City Council consider them before considering the draft?

5. Council staff has attached a copy of the scope of services, Nelson/Nygaard's response to it, and a "data-needs list" Nelson/Nygaard requested as part of its study.

ADDITIONAL INFORMATION & BACKGROUND

The City Council called for preparing a city-wide transit master plan when it adopted the locally preferred alternative route for the Sugar House "S" line on May 7, 2013. The Council then adopted a motion at its formal meeting June 18, 2013 to allocate $250,000 for the master plan. The adopted motion had three requirements:

- that a scope of work be presented to the Council for review and approval.
- that the scope of work include a plan for raising additional funds to increase the value and quality of the plan, and
- that the scope of work include examination of land use as a key factor, or specify how the Administration intends to link land use plans to the City-wide Transit Plan.[4]

During a retreat September 10, 2013, the City Council discussed what elements a transit master plan would contain. In February 2014 the City Council adopted Resolution No. 1 of 2014 which approved a revised scope of work and a $400,000 budget. The proposed budget included the $250,000 City allocation and an estimated $150,000 from the Utah Transit Authority.[5] The City then put out a request for proposals to do the study and selected Nelson/Nygaard Consulting of San Francisco to research and write it. The goal of the study remains to meet objectives in Mayor Ralph Becker's *Livability Agenda*, and the City Council's *Philosophy Statement on Transportation*.

The *Statemen*t reads:

COUNCIL'S PHILOSOPHY STATEMENT
PRIORITY: TRANSPORTATION AND MOBILITY
VISION

Salt Lake City residents should have choices in modes of transportation which are safe, reliable, affordable, and sustainable. Residents should reap the value of well-designed transportation systems that connect residents to neighborhoods and the rest of the region.

The City encourages alternatives to motorized-vehicular transportation and making those options more appealing and accessible to visitors and residents.

VALUES

1) We support maximizing the accessibility, affordability, and reliability of transportation options into and around the City and support increasing accommodations for non-automotive transportation options.
2) We support educational efforts that will help residents make informed choices about the types of transportation they use.
3) We support reducing the environmental and health impacts created by vehicle emissions.
4) We support efforts that will reduce the need for people to drive alone in vehicles.
5) We value the social, economic and health benefits that come from active transportation options such as bicycling and walking.
6) Pedestrian and bicycle safety are a high priority and we believe they can be compatible with other modes of transportation.
7) We support establishing and maintaining safe routes to schools.
8) We value coordinating with transportation agencies and other municipalities to improve the movement of people throughout the city.
9) As the population of Salt Lake City and the region increases, land use design decisions should reflect the intention to better accommodate all modes of transportation and focus on the movement of people.

Cc: Cindy Gust-Jenson, David Everitt, Margaret Plane, Jennifer Bruno, Jill Love, Mary De La Mare-Schaefer, Robin Hutcheson, Julianne Sabula, Cris Jones, Sean Murphy

File Location: Transportation, Land Use

[1] *Scope of Work Salt Lake City Transit Master Plan*, Page 26.
[2] Scope of Work, Task 4.2, Page 27.
[3] Response to RFP14026, Nelson/Nygaard, Page 21.
[4] City Council Meeting Minutes, May 7, 2013.
[5] City Council Meeting Minutes, February 4, 2014.

SALT LAKE CITY TRANSIT MASTER PLAN: DATA NEEDS

Category	Data Set	Source	Notes
Current Transit Service	▪ Operating budget ▪ Performance and ridership data broken out by service type (bus, commuter rail, streetcar, paratransit) – Boarding, alighting, and load data by route, by trip, day type (weekday, Saturday, and Sunday) and stop – UTA on-time performance and running time data by route, by trip, and day type (weekday, Saturday, and Sunday) – Summary of rail, fixed-route, and paratransit operating and cost indicators for the most recent five years (service hours, service miles, operating costs, number of trips) (weekday, Saturday, and Sunday)	UTA	Data is available from 5-Year Service Plan but we would like to use more recent data if available; Sent request to Hal for excel sheet he mentioned on our call.
Historical Transit Service (Past 5 Years)	▪ Average by day type if possible (weekday, Saturday, Sunday): – Annual ridership by route – Annual revenue hours by route – Annual operating costs by route	UTA	
Planned Transportation Investments (service and capital)	▪ GIS layer or list	UTA	
Major transit facilities	▪ Current and planned transit facilities	UTA	We already have current transit stop data as a GIS layer. Is there a GIS layer for planned facilities or a list?

Category	Data Set	Source	Notes
On-board Survey Data/Customer Satisfaction Data	▪	UTA	We have intercept survey data from First Mile/Last Mile Do you have most recent customer satisfaction data?
Transit Stop Inventory within SLC	▪ Number and location of transit stations ▪ Classification of transit stops (if any) ▪ Documentation of amenities (benches, schedules, etc.); is the stop accessible?	UTA	We have this data from UTA 5-Year Service Plan
Bikes on UTA Vehicles/Facilities	▪ Utilization of bikes on transit vehicles ▪ Number/utilizations of bike lockers at transit stations ▪ Number/utilization of bicycle parking spaces at transit facilities		Have station audit data from First Mile/Last Mile Study that includes availability of bike parking racks and lockers by stop
UTA Park-and-Ride Data	▪ Number of lots ▪ Number of spaces ▪ Utilization	5-Year Service Plan	Have data from First Mile/Last Mile Study
UTA Rideshare	▪ Number of participants ▪ Number of vans ▪ Number of carpools ▪ Miles tracked	UTA	
UTA Discount Pass Program	▪ Number of participating organizations ▪ Number of passes distributed	UTA	
	▪ Transit routes -Bus routes -Bus stops -Commuter rail routes (FrontRunner) -Light rail stations -FR P&R -TRAX P&R	UTA Five Year Plan	We have what we need in this category from 5-Year Service Plan

Category	Data Set	Source	Notes
	▪ Transit stop amenities (by facility type, if possible – i.e., basic stop, shelter, etc.)	Salt Lake City	We have this data from 5-year service plan
GIS Files	▪ Land use (current and planned)	Salt Lake City	
	▪ Neighborhood boundaries	Salt Lake City	
	▪ Schools, hospitals, major destinations (polygons)	Salt Lake City	http://gis.utah.gov/data/ Anything different/supplemental to what is on this site?
	▪ Current and Future Population (by TAZ)	Wasatch Front Regional Council	Available at Wasatch Front Regional Council Website; and through travel demand model (F+P)
	▪ Current and Future Employment (by TAZ)	Wasatch Front Regional Council	Available at Wasatch Front Regional Council Website; and through travel demand model (F+P)
Travel data	▪ Daily trip tables by trip purpose for ALL and HBW trips (zone to zone O-D patterns) for current and future model years	Wasatch Front Regional Council	We do have raw travel data from state travel survey. We have model data from F+P
	▪ Daily trip tables by mode for ALL modes and TRANSIT modes for current and future model years	Wasatch Front Regional Council	
Funding	▪ Existing Funding Sources for SLC Transit	UTA	Are there any supplemental funding sources from Salt Lake City?
University of Utah Data	▪ Service information on University transit services (service hours, operating expenses, ridership)	University of Utah	
	▪ U-Card pass details (number, revenue, etc.)	University of Utah	
UTA Plans/Projects	▪ UTA 5-Year Service Plan		Are there additional plans and policies that you want us to be aware of? If so, please send. Also, East Bench plan underway,
	▪ UTA Network Study		
	▪ Salt Lake City Downtown Streetcar		
	▪ 5600 West BRT		

Category	Data Set	Source	Notes
	▪ UTA First/Last Mile Study (under development)		relevant?
	▪ Frontline 2015		
Salt Lake City	▪ Downtown in Motion ▪ Bicycle and Pedestrian Master Plan ▪ Sugar House Circulation Plan ▪ Sugar House Phase 2 AA ▪ Transportation Master Plan (1996) ▪ Plan Salt Lake ▪ East Bench Master Plan		
Wasatch Front Regional Council	▪ Wasatch Front Regional Transportation Plan ▪ Wasatch Choice for 2040		
Other	▪ South Davis Plan		Relevant?

EXHIBIT "A"

SCOPE OF WORK

SALT LAKE CITY TRANSIT MASTER PLAN

I. GENERAL

A. Contractor, if doing business under an assumed name, i.e. an individual, association, partnership, corporation, or otherwise, shall be registered with the Utah State Division of Corporations and Commercial Code.

NOTE: Forms and information on how to get registered may be obtained by calling (801) 530-4849 or by accessing www.corporations.utah.gov

B. Consultant shall assume full responsibility for damage to City property caused by Consultant's employees or equipment as determined by designated City personnel.

C. Consultant shall be solely responsible for the safety of Consultant's employees and others relative to Consultant's work, work procedures, material, equipment, transportation, signage, and related activities and equipment.

D. Consultant shall possess and keep in force all licenses and permits required to perform services under this Agreement.

E. No guarantee of the actual service requirement is implied or expressed by this Agreement. Service requirements shall be determined by actual need.

II. PURPOSE AND KEY PRINCIPLES

Salt Lake City has a commitment to continually improve transportation for the benefit of the community. The City's overall Transportation Master Plan emphasizes providing choices in travel, and reducing dependence on the single occupant vehicle. The Mayor's Livability Agenda states that transportation should "further develop connections between the City's activity centers with a safe, clean and green travel network that will help us (1) use resources and time efficiently and wisely to get around town, (2) connect with our fellow residents through personal interactions (3) foster stronger relationships with our local business, entertainment, and arts organizations, and (4) share and enjoy our parks and natural spaces." The City Council has adopted a philosophy statement that directly addresses transit and it states, "Salt Lake City residents should have choices in modes of transportation which are safe, reliable, affordable, and sustainable. Residents should reap the value of well-designed transportation systems that connect residents to neighborhoods and the rest of the region. The City encourages alternatives to motorized-vehicular transportation and making those options more appealing and accessible to visitors and residents."

The purpose of this plan is to document, through process and analysis, Salt Lake City's short, medium and long-term public transportation needs, goals, and implementation strategies to support the stated desires for improving transit for Salt Lake City. City's effort in this regard involves collaboration with Utah Transit Authority ("UTA") but this Transit Master Plan is to be provided to and managed by City.

The Transit Master Plan will be based on the following key principles:

- A transit system that is optimized for a variety of factors such as mobility, economic development, sustainable growth and land use patterns, regional access to Salt Lake City, and is complementary with other travel modes
- A robust, inclusive and equitable public process
- Coordination with other transportation plans and investments, those of both the City and other agencies, to leverage resources for expanded success
- Will draw from successful processes and plans that have been undertaken in other places as models
- Collaboration among City divisions/departments, local and regional stakeholders, and federal partners, with an emphasis on coordination with other transit providers, including Utah Transit Authority ("UTA"), the University of Utah, and Salt Lake City School Districts

The final product should provide recommendations for City and UTA so they can focus resources more efficiently and realize City goals. It will serve as a key framing document that can align UTA about City priorities and needs, guide decision making about the timing and location of capital investments, and emphasize an increase in transit mode share citywide.

III. TASKS AND DELIVERABLES OF CONSULTANT

It is anticipated that the work plan will follow the major task headings stated hereunder. As provided in Section IV of this Exhibit "A" these tasks may change as development of the work plan evolves and as the project progresses. The responsibilities of Consultant include, but shall not be limited to, the following tasks or items.

Task 1: Project Management
This task includes oversight of the consultant team, including subconsultants, and the administrative tasks required to support the overall project.

Task 1.1: Project Scope and Work Plan
The consultant and City will hold a project kickoff to confirm project goals and objectives, methodology, and project schedule, and to establish:

- Communication protocols and methods
- Project objectives, priorities, timelines and deliverables
- Data requirements and sources
- Logistics for conducting public outreach, including identifying key stakeholders who can assist in reaching groups who do not normally participate in the planning process
- The composition of and work plans for project teams/committees

Task 1.2: Regular Project Management Team Meetings
The consultant will arrange and facilitate regular project meetings between lead consultant staff and City management staff to address project progress, key milestones and deliverables, and any critical path issues that arise during the project.

Task 1.3: Project Meetings and Briefings
Salt Lake City will assemble policy and technical teams to assist in the review and analysis of transportation services. The consultant will prepare meeting summaries and collect and summarize comments provided by these teams.
SLC will conduct Council and Mayoral briefings. The consultant will create supporting materials and be available during briefings to respond to technical questions as needed.

Task 1 Deliverables:

Project scope and work plan, progress reports, schedule and budget updates

Public engagement plan

Meeting summaries

Monthly progress reports

Digital, editable copies of color maps and exhibits

Production of presentation materials

Task 2: Existing Conditions: Data Collection, Research and System Analysis
This includes review of similar planning efforts that have been successful and are relevant to SLC, assessment of existing conditions (including travel patterns, demographics, land use, major activity centers and active corridors, and local plans that will inform this plan), and assessment of future projections and needs. A report will be prepared to identify strengths and deficiencies in the existing system; summarize governance and funding issues; and provide a foundation for the items that the Transit Master Plan will address.

Task 2.1: Transit System Plans, Policies and Performance Analysis
Work in this subtask relies upon SLC and UTA to provide all necessary data, projections and mapping, and may include:

- A policy and planning summary of the existing policy and planning framework related to transit, with an emphasis on policies and initiatives that provide direct guidance to achieving the long-term goals of SLC's transportation system. Policies and initiatives may include:
  - including its Complete Streets policy
  - the Transportation Master Plan
  - Plan Salt Lake and other adopted Community and Small Area Master Plans of the City
  - the Bicycle and Pedestrian Master Plan, and
  - SLC's Sustainable Salt Lake Plan 2015

- An evaluation of how plans and policies fit within the context of changing Federal Transportation Policy and related goals for energy, climate change, housing affordability, equity, livability, and walkability
- Collection and analysis of UTA routes serving SLC, including current and past routing, and also including performance
- Evaluation of current plans, time and system integration strategies for TRAX extensions, bus expansion, streetcar projects and that are identified in WFRC's RTP
- Assessment of existing travel demand projections using the most current modeling tools available and appropriate to the unit(s) of geography under consideration
- An assessment of the likelihood, time horizons, locations/opportunities and intensities of transit supportive land use development

Task 2.2: User Experience and Mode Integration

The consultant will evaluate how transit customers access current services, with particular attention to bicycle and pedestrian access as well as the facility of transit transfers and the integration of all travel modes. This subtask will focus on the degree to which existing facilities are being effectively utilized and will include analysis of transit boarding activity relative to adjacent land use patterns, transportation network connectivity, and other measures.

Task 2.3: Gap Analysis

The consultant will prepare a gap analysis to determine the mismatches between transit supply and demand in the existing system and especially as foreseeable based on 2040 projections related to growth patterns and travel patterns. Focusing on transit facilities, the Consultant will identify gaps in the current transportation infrastructure. This will include:

- Corridors or segments that are currently served where demand is greater than supply, including deficiencies in first mile/last mile service.
- Corridors or segments that are inefficiently served or where service levels are too high for demand.
- Corridors that have a mismatch between service type/operational characteristics and markets served.
- Corridors or segments that are not served but where significant demand exists.
- Locations where transit facilities are insufficient or lacking.
- Transit corridor physical design characteristics and impacts on current or future transit operations (speed, reliability, loading delay, etc.).
- Transit access barriers or deficiencies including pedestrian conditions and bicycle system access and parking.
- Programmatic deficiencies for transit dependents, such as low-income, elderly, disabled, and student populations.

Gaps analysis will be conducted based on current and projected land use conditions. Analysis of future conditions may require some assumptions about growth and allocation of transit operating resources.

This analysis will also identify system elements that are working well and should be maintained or enhanced.

Task 2.4: Governance and Funding

With the Regional RTP as a starting point, funding assumptions will be refined as they specifically relate to transit within SLC. Potential sources will be identified ranging from federal New Starts to highly localized sources. Atypical sources that do not fall strictly within the realm of transportation, such as disaster relief funds, should be considered.

The range of governance structures that currently operate in the U.S. will be summarized and consideration given to the applicability of alternate models within Salt Lake City. The pros and cons of various owner-operator scenarios will be clearly outlined with the goal of aiding decision making. Each scenario should articulate the associated interface with the regional transit network and UTA.

Task 2 Deliverables:

Existing conditions report, to include identification of areas (geographic and categorical) of high and low performance within the system, mutual support of existing/ongoing plans, public input needs, and high-level snapshot of the SLC resident's transit experience.

Funding strategies memo, for incorporation into overall implementation plan. This may be refined during plan preparation to make specific recommendations for implementation.

Governance models memo. This may be refined during plan preparation to make specific recommendations for implementation.

Task 3: Public Involvement

This includes all types of outreach efforts, including meetings, digital media, and creative, convenience-based approaches to communicating with major stakeholders, elected officials, and the general public. This task should seek to refine and goals for the transit network that are tied to broader SLC initiatives, as described in the Background section, and to gain input on scenarios that are developed to meet those goals. Additionally outreach should focus on promoting an understanding of the trade-offs inherent in planning transit and land use together. Basic principles of densities, modes, and best practices will be shared as an integral part of the public process, and will also provide a basis for future decision-making. At minimum, outreach should occur at key milestones such as goals, objectives and criteria development; key corridors identification; scenario development; and plan adoption. Public involvement will constitute the majority of Task 9.

The consultant should be prepared to integrate public outreach efforts developed for the project with existing SLC outreach systems and approaches, particularly to avoid duplication of efforts and build upon general transportation input to drill down into more nuanced and detailed feedback. Strategies should seek meaningful and targeted information sharing and input. In particular, the current or potential transit user should be approached as chiefly possessing expertise on the transit experience.

Special attention will be required to enlist the participation of underrepresented communities, including but not limited to low-income residents, youth, disabled populations, senior, immigrants and non-native English speakers. One-on-one interviews with key stakeholders are included in this task, as well as focus groups and/or surveys.

Task 3 Deliverables:

Public involvement plan, including anticipated staffing, materials, meetings and work products

A vision statement and metrics by which we evaluate concurrence with it. The vision statement may be adopted from a broader planning effort, such as Plan Salt Lake.

FAQ, presentations, and graphics needed to support outreach

Initial drafts of meeting agendas, initial drafts of presentation materials, meeting minutes, and facilitation for Committee meetings (shared responsibilities with SLC as determined in project team meetings)

Stakeholder interview list, stakeholder interview questions, stakeholder interview key findings memorandum

Project website materials and web-based transit opinion survey

Task 4: Goals and Objectives for Transit

This task is a vital step to understand why transit is important to Salt Lake City, and what role it will play in developing and maintaining a livable community. In the City Council Retreat held in September 2013, the Council identified the following goals for transit:

- **Ease of Use:** Anyone in Salt Lake City can get from Point A to Point B using only one transfer
- **Affordability:** Cost for service should be scaled to the length of each trip – or everyone should get a transit pass
- **Destinations:** Everyone should be able to get to two transit routes within a quarter mile of where they live or work
- **Time of Day:** Mass transit hours of operation should mirror the times people leave and return from work and play
- **Immediacy:** Mass transit service should be available every 10 minutes so people can presume service
- **Route Reliability:** Routes should remain stable so residents and developers can make transit part of their long-term housing choice

These goals will be shared throughout public engagement to help generate further public discussion. During this process goals will be affirmed, modified, or added to based on what is learned by the information gathering in previous tasks, and with additional ideas that are brought forward by public process. At this point in the process the consultant will organize and conduct a retreat of the City Council to review goals for transit, and to give the opportunity to either verify or modify goals based on new information. Using data analysis in previous

steps, goals and objectives will set the future metrics by which to evaluate important alternatives and corridors.

Task 4.1: Consolidation and Exploration of Existing Policies
The consultant will distill goals and objectives from commonalities among existing plans and policies related to transit, and will call out variation across time and/or geography that may emerge upon a review of City master, area and topical plans. This information, in conjunction with the existing conditions report and public input, will be used to facilitate the City's workshopping of questions such as:

- Who are Salt Lake City transit customers?
- What service types and features, system design aspects and informational services do they value?
- What other secondary public goods are supported by transit investments (social, economic, environmental)?
- How does the community value these "goods" and how do they relate to transit investment decisions?
- What are the incentives for and barriers to transit usage?
- What land use policies are in place that currently support transit, and what modifications should be considered as alternatives are explored? What trade-offs need to be considered?

Task 4.2: Market Assessment
This subtask identifies existing transit markets, latent transit markets, and markets that may be maximized in the future based on trends and correction of deficiencies in the existing transit system, as well as the use of land use information to determine existing and future markets. Important to this task will be an assessment of trip magnitude that may be generated from each of the distinct markets, including latent markets that are identified. The magnitude of trip generation will be used when connecting markets with each other, as noted in Task 4.3, and will be the basis to match the appropriate mode (bus, BRT, streetcar, etc…) with selected corridors. In addition, the consultant will examine the primary markets to identify ways in which land use and economic development policies and strategies could be used to increase trip generation to influence mode choice. As well, an overall assessment of increasing transit mode share within Salt Lake City will also be included.

Task 4.3: Corridor Prioritization Framework
The consultant will work with the City to develop criteria based on the goals and objectives developed in 4.1 and the conclusions of 4.2. These criteria will be used in task 5 to identify key corridors to be advanced for further development and to utilize in mode identification in task 8. If tasks 6 and 7 are funded, these corridors will form the basis of scenarios evaluated. The prioritization of corridors will rely heavily on previous tasks including market assessment and goals and objectives, and will include assessment of current and future potential land use.

Task 4 Deliverables:

Goals and Objectives report & presentation, including summary of what our existing/ongoing plans and policies, public comments, and local initiatives explicitly state or suggest relative to the transit system.

Existing and future needs map/visualization that illustrates the important connections our community must make and the opportunity areas for land use and economic vitality.

Evaluation framework development report describing the process by which goals and objectives were translated into market-based prioritization criteria.

Task 5: Land Use

Recognizing the inextricable relationship between land use and transportation, this plan should be developed in close coordination with the City's Planning, Housing and Neighborhood Development, and Economic Development Divisions. This relationship should be a primary focus within the other tasks, and additionally the consultant will give particular attention to the following:

- City Master Plans vary in their degree of currency and, especially less recent plans, may or may not have contemplated how public transit could shape urban form and vice versa; incompatibilities between the two should be noted and recommendations made.
- Related to the above, the consultant should work with the Planning Division to identify locations in the City where the existing zoning supports transit and locations that could support transit with zoning changes.
- Funding strategies may be tied to land use; these should be explored comprehensively.
- Regional transit plans emphasize connections between communities over those within communities and therefore may not adequately address the necessary local connections and travel patterns between neighborhood business nodes; characteristics of local travel should be prioritized in support of livable neighborhoods and a vibrant local economy.
- Regional transit plans focus on peak-hour commutes and longer trips between single-use areas (a residential suburb, for instance, or a major job center), and therefore may not adequately address local circulation needs; short trips made locally throughout the day, especially in mixed use contexts, should be considered in addition to peak hour commutes.
- Create materials to aid in the understanding of the trade-offs between the quality of transit service and the level of land use intensity.

Task 5 Deliverables:

Land Use technical report, including recommendations for our existing/ongoing plans and policies, that would mutually support Salt Lake City's transit system and community vision.

Matrices, maps and other graphic representations that clearly illustrate for public consumption the relationship between land use and transit in Salt Lake City, including funding options, intensity/mix of uses relative to mode choice, and geographic areas of special focus for any of the elements listed above.

Task 6: Key Corridor Identification
Based on data, feedback, and goals and objectives, and utilizing the prioritization framework developed in task 4.3, key corridors will be identified that link neighborhoods, businesses, cultural facilities, and important activity centers. This will include a high-level audit of transit-compatibility relative to walk and bike access, land use and zoning, presence of transit dependent populations, and other factors to narrow the number of potential alignments.

Task 6 Deliverables:

Overlay added to Task 4 map showing all potential corridors that respond to goals and objectives and match generally accepted industry standards for transit compatibility.

Task 7: Alternatives Development (possible task depending on funding)
This includes development of transit network scenarios (bus and rail) that are optimized for particular goals (for example, one is mobility, another is economic development). These scenarios can then be overlaid to create scenarios that support the greatest number of community goals.

This task could be limited to two scenarios, such as the best we can do with existing resources (retooling of local bus routes, utilization of capital funds already anticipated in regional plans, smaller investments in the rider experience) versus a no-holds-barred scenario.

Task 7 Deliverables:

Separate overlays for each scenario with associated conceptual cost range system-wide and a general assessment of benefits generated.

Technical report describing each factor and how scenarios were developed to optimize for those factors.

Task 8: Evaluation (possible task depending on funding)
This includes evaluation, meshing, and ranking of scenarios using objective metrics for system performance that are tied to goals established in task 4. Scenarios may be reworked to account for issues that may not appear as goals for the system but would arise as considerations upon pursuit of implementation, such as equity, fatal flaw environmental impacts, disproportionate impacts to regional transit performance, etc.

Task 8 Deliverables:

Overlay added to Task 4 map showing all potential corridors that respond to goals and objectives and match generally accepted industry standards for transit compatibility.

Technical report summarizing evaluation criteria and methodology.

Task 9: Mode Identification
Once corridors are understood, modes will be identified that best meet the purpose of the corridors. This will consider ridership potential, land use, and other factors tied to the overall goals and objectives for transit, in addition to feasibility in terms of technical constraints, funding and potential for public support.

Task 9 Deliverables:

Map showing compatible modes for priority corridors

Technical report of mode selection criteria and methodology

Task 10: Amenities, Convenience and Comfort
This task will focus on transit amenities that are necessary to improve convenience and reliability. It will consider existing City amenities (placemaking, urban form, public space) that support and can be enhanced by transit, as well as those investments that could generate measurable differences in ridership and enhance the transit customer experience. This task will be informed by public input regarding the user experience and ranking of amenities, such as real-time passenger information, service frequency, etc. It will utilize prior work conducted by SLC and UTA.

Task 10 Deliverables:

Summary report of transit market (existing and latent) needs and preferences

Amenitization map showing where investments are most needed and/or would yield the greatest gains for both transit and the surrounding urban environment

Task 11: Plan Preparation, Review and Adoption
During this task the information assembled in each of the above tasks will be used to prepare a Transit Master Plan for consideration and adoption. The Plan will be highly graphic and usable for public entities, including the general public. The plan will also be available online.

Included in this task is the creation of materials to assist interested parties in decision-making, such as maps, summary graphics and charts. It also includes attendance at meetings to answer technical questions and support the decision-making process. The process for review and adoption will be consistent with the Master Plan process as outlined by the Community and Economic Development Department.

Task 11 Deliverables:

Maps, summary graphics, charts, presentations

A final plan, including all supporting technical memos, in editable electronic format

A short version of the plan for public distribution

IV. CHANGES TO TASKS AND DELIVERABLES

A. City and Consultant may agree to changes to the tasks and deliverables in Section III provided that such changes do not increase the total not-to-exceed amount to be paid by

City as described in Paragraph A of Section II of Exhibit "B". Letters or emails may be used by the parties to document the parties' agreement to such changes.

B. If City obtains or allocates additional funds for other additional tasks and deliverables related to the Salt Lake City Transit Master Plan that it desires Consultant to perform for a separate or increased not-to-exceed amount, City and Consultant may only agree to such additional work and amount by executing a formal amendment to this Agreement. Any such increased not-to-exceed amount is to be determined through negotiation based on the same hourly rates, overhead rates, and fixed profit percentage described in Exhibit "B" for the original scope of work.

V. DISCLOSURE OF CITY RECORDS

Because City shall own the documents generated by Contractor pursuant to this Agreement, Contractor shall not, without written approval by City, disclose publicly said records. Contractor understands that the information obtained in the performance of this Agreement is confidential and may be shared with employees of City or others only on a need to know basis.

PART II: APPROACH

PROJECT UNDERSTANDING

Salt Lake City is the center of one of the nation's most impressive transit stories. The Salt Lake Valley has transitioned from an auto-oriented, mid-sized western city to a national leader in transit system development and transit-oriented land use planning, sustainability, and urban development. These changes are driving growth and bringing new prestige to this unique and beautiful city. The UTA system was named "outstanding public transit system" in 2013 by the American Public Transportation Association. To address changing market needs and to leverage economic development around transit, the City, the Redevelopment Agency of Salt Lake City, along with UTA, has been working to develop a local streetcar system. The S- line began operation in 2013. Studies are now underway to extend the S-line and evaluate options for a downtown streetcar line. This diversification of transit modes, geographic distance of the S-line and downtown streetcar lines, attention to new markets (i.e., urban circulation), and unique funding and economic development partnerships that accompany streetcar system development are factors demanding a fresh and comprehensive plan for transit in Salt Lake City.

The Salt Lake City Transit Master Plan (TMP) is an opportunity to define City goals and priorities for transit; identify where limited resources can be invested to best meet local goals; and build better partnerships between UTA, the FTA, and local partners to ensure transit priorities are delivered. Building from the success of the existing transit system, the TMP will use a fully integrated multimodal approach to ensure that transit investments are supportive of the City's economic, environmental, and mobility goals. Linking this work to UTA's First/Last Mile strategy, the City's bicycle and pedestrian plans and capital priorities, and to rapidly evolving personal mobility trends and services will help position SLC for the next generation of personal mobility.

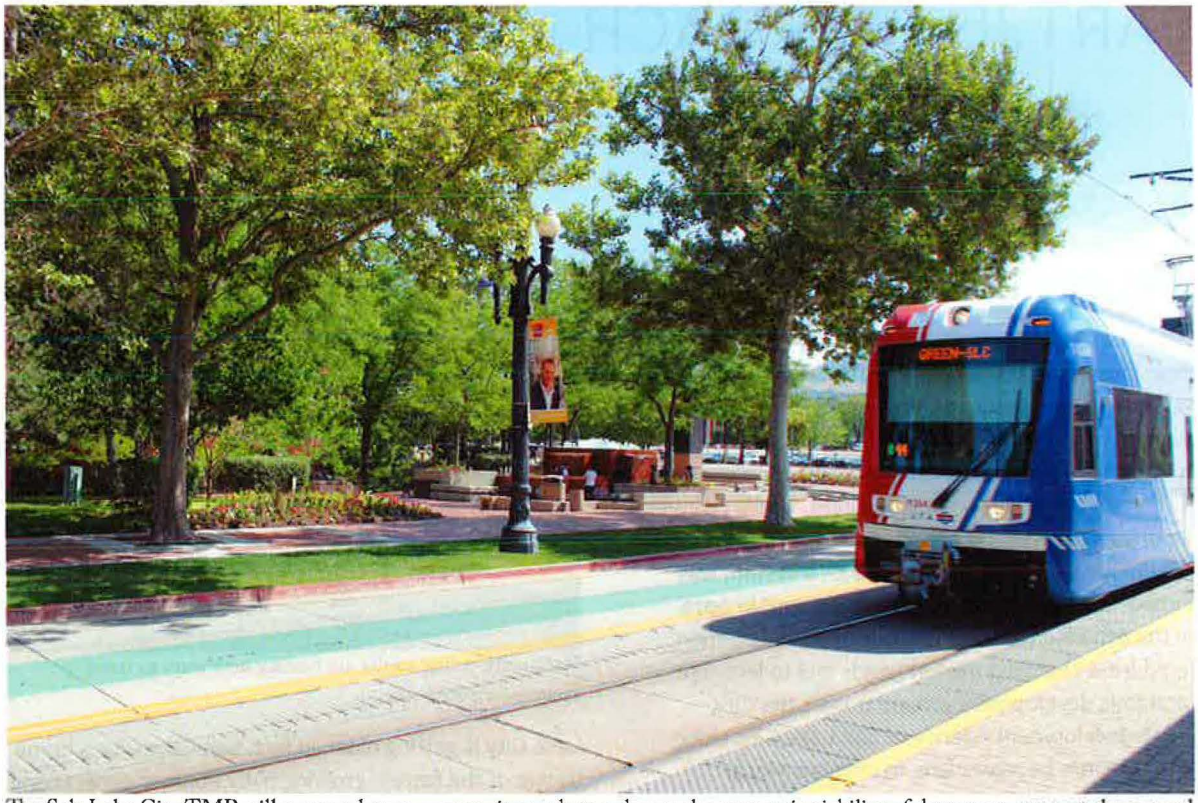
Similar to other cities in the US, the population in Salt

Nationally, young adults are finding new ways to travel
Source: Nelson\Nygaard

Lake City is getting older. In fact, Salt Lake City is home to one of the fastest growing baby boomer generations in metropolitan areas in the country. At the same time, City leaders want to attract more millenials. Both of these groups demand land use and transportation solutions that let them drive less and enjoy life more. The TMP will be an important tool to expand travel choices that are safe, enjoyable, and affordable; it will help guide decision making, prioritize resources more efficiently, and align UTA and City priorities.

The TMP will not be developed in isolation. It will need to integrate City and regional planning efforts, including the Mayor's Livability Agenda, Plan Salt Lake, the Bicycle and Pedestrian Master Plan, the Sustainable Salt Lake Plan 2015, among others. The TMP will further Salt Lake City's larger community goals to enhance the economic viability of downtown, protect the natural environment, reduce mobile source emissions, and enhance the quality of life in the city. The TMP will be an implementation-focused plan that can translate into meaningful near-term enhancements to transit speed, reliability, and quality of user experience and deliver a clear set of priorities for major transit corridor investments.

As the agency that operates and maintains streets and signal systems, the City plays a critical role in ensuring that transit speed and reliability is optimized. Further, the City controls much of the environment where



The Salt Lake City TMP will support larger community goals to enhance the economic viability of downtown, protect the natural environment, reduce mobile source emissions, and enhance the quality of life in the city.
Source: Flickr user Matt' Johnson

passengers travel to reach transit and where they wait to board. As we did in Seattle, the Salt Lake City TMP will evaluate and identify how the City can more effectively leverage its business lines to support transit operations and make transit access safer, easier, and more enjoyable.

The TMP will align and inform UTA's near- and long-term service planning efforts. Having led UTA's recent Five Year Service Plan, our team has integral knowledge of UTA's service design, operations, and expansion issues. For example, we know that the existing TRAX route through downtown Salt Lake City is near capacity in terms of train throughput. This suggests that either new routing through downtown is necessary in the future, or alternatives to TRAX for certain markets should be explored. The UTA Five-Year Plan included a series of recommendations to streamline bus service within downtown Salt Lake City and improve connectivity with Salt Lake Central, the central business district, and the University of Utah; the Downtown Streetcar Study currently underway aims to increase circulation and promote economic development in the urban core. These efforts, and others, provide critical guidance for TMP priorities.

Nelson\Nygaard has developed a team of transit experts to deliver a Salt Lake City Transit Master Plan that will produce important outcomes for Salt Lake City residents and businesses, today and for generations to come. Our approach stresses a philosophy critical to the City, its partner UTA, and its constituents, including:

- **Put the passenger first**. A key outcome of the TMP will be to increase the number of people who ride transit to get to work, recreate, and access services. Although many key steps have already been taken in SLC to create a comfortable and convenient passenger experience, the TMP will need to push the envelope to achieve significant ridership gains. The TMP will need to look to new and innovative ways – among practical tools yet implemented – to improve journey speed, reliability, frequency, accessibility, safety, security, information, marketing/branding, simple fares and ticketing, ride comfort and quality.

- **Listen to the public.** We pride ourselves on our equitable and dynamic public outreach approach that draws upon various outreach techniques, from the more traditional public houses to interactive web tools. In Seattle, we hosted a web survey that garnered more than 12,000 responses. In Boulder, we talked to people at the places they frequent and created an innovative online planning tool to help people think more carefully about transit investment priorities.
- **Identify joint priorities through partnerships**. A successful TMP will be grounded in strong partnerships between the City, UTA, the downtown business community, the University of Utah, Salt Lake Community College, the LDS Church, neighborhood groups, and others that have a role in shaping the future of Salt Lake City. These partnerships elicit joint priorities to support city transportation, mobility, economic, and land use goals, and support UTA's short and long-term service design and operating principles. In Seattle, our work has led to the formation of new partnerships and executive management coordination between King County Metro and the City of Seattle.
- **Support multimodal integration**. The success of transit in SLC relies on the identification of critical intermodal opportunities, with a focus on significantly enhancing the linkages between the pedestrian environment and key transit corridors, nodes, and centers. Nelson\Nygaard and Fehr & Peers are partnering on UTA's First Mile/Last Mile Study; we will be a step ahead in thinking about the critical role transit access and connectivity to land use centers plays in shaping the TMP.
- **Rely on demand**. Our approach is demand-led. How much ridership can be generated within a given corridor? The answer is linked to land use types and densities and complementary measures to maximize catchment (direct walk routes, bikeways, wayfinding, etc.). Not surprisingly, many of our recent system plans have shown that projected corridor ridership is a corollary for many of the other goals cities are attempting to achieve through transit system development (equity, environmental protection, GHG emissions reduction, economic development, etc.). We have developed and refined planning level demand models that can be implemented at low cost but are proven to be accurate.
- **Integrate near-term improvements with long-term vision**. Any near-term modifications to the transit network in SLC must also logically integrate with the longer term vision and strategies. The near-term service priorities will be developed in a way that not only convey a sense of permanence but also be scalable as the longer-term vision is realized.
- **Implementation-focused results**. We pride ourselves on developing plans that work on the street and garner public support. Our short-term service plans for similar-sized communities have resulted in significant ridership gains within one to three years. In Flagstaff, Arizona, a new BRT service designed by Nelson\Nygaard has proven to be a successful partnership between Northern Arizona Intergovernmental Public Transportation Authority, the University, and the City of Flagstaff. In one year, the new route served more than 500,000 riders. In Minneapolis, our work has led to the development of the MARQ2 downtown transit facility and planning and design for the Nicolette-Central Streetcar. And in Seattle, the Transit Master Plan we developed was adopted in April 2012; the plan has generated strong support. All of the priority corridors are in various stages of planning and design and have garnered funding from partners, including a $900,000 FTA planning grant and $2 million in planning support from Sound Transit.

SCOPE OF WORK

The Scope of Work in the RFP provides a detailed breakdown of work to be completed under each task. We will deliver the proposed scope of work in the RFP. This section does not reiterate the text in the RFP but rather describes our approach and key tools for delivering the Scope of Work provided. Our goal is to develop creative but implementable recommendations that are technically sound, realistic, and supported by the community.

Task 1: Project Management

Lead Staff: Thomas Brennan, Cathleen Sullivan (Nelson\Nygaard)

Support Staff: Bonnie Nelson, Thomas Wittmann (Nelson\Nygaard), Jon Nepstad (Fehr & Peers)

Defining project management protocols early on in the process will be essential to deliver a high quality TMP efficiently and effectively. In our experience, conducting regular project management meetings with key staff on the consultant and City teams is essential to keep the project on schedule and deliver high quality products. We use a six-week rolling project tracker as a tool for laying out in detail the activities planned in the next six weeks, including roles and responsibilities for each task. This project tracker becomes the agenda and action item notes for each project management meeting. Regular check-ins with staff will be complemented by monthly progress reports including tasks accomplished and budget spent to date.

As noted in the Scope of Work, we will begin the process with a project kickoff meeting that will review the scope of work, schedule, and resource allocations. We will fine tune the project plan to address any issues as well as resolve project communication protocols. We find that beginning with an "all hands on deck meeting" sets the tone for successful communication throughout the project. At this meeting we will also share a data needs list and identify key stakeholders. Given our team's recent and current work for UTA, we already have good rapport with a number of key stakeholders in the community which will allow us to hit the ground running.

Finally, we have extensive experience managing and facilitating diverse technical and policy committees and developing materials to help Councils and Mayors understand and support the process. We recommend engaging with the Policy and Technical Advisory Committees every six-to-eight weeks throughout the process, in addition to providing updates to the Mayor and City Council at key decision points.

We understand the value of in-person meetings. Over the course of our proposed 12-14 month process, the project team will meet with project partners 8-10 times in person to facilitate Policy and Technical Advisory Committee Meetings, provide updates to the Mayor and City Council, and conduct public outreach. Fehr & Peers will also be available to attend in-person meetings as needed throughout the course of the project.

Deliverables:

- **Project scope and work plan, progress reports, schedule, and budget updates**
- **Public engagement plan**
- **Meeting summaries**
- **Monthly progress reports**
- **Digital, editable copies of color maps and exhibits**
- **Production of presentation materials**

Schedule: **Ongoing**

Task 2: Existing Conditions: Data Collection, Research and System Analysis

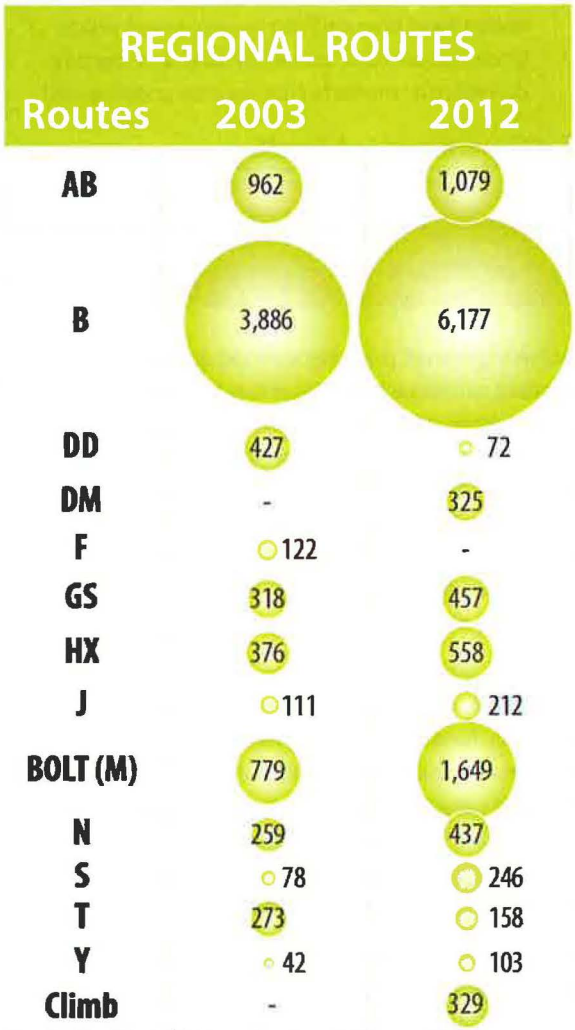
Our team's current work on the UTA First Mile/ Last Mile Study will allow us to prepare an Existing Conditions report cost effectively. Our approach will be to conduct a detailed system analysis that illuminates key data and existing conditions in a manner easily digested by local residents, policy makers, and technical staff.

2.1 Transit System Plans, Policies, and Performance Analysis

Lead Staff: Cathleen Sullivan (Nelson\Nygaard)

Support Staff: Brie Becker, Oren Eshel (Nelson\Nygaard), Maria Vyas (Fehr & Peers)

Any good plan must start with a common understanding of local system performance and the transit policy and planning framework. Our history of working in Salt Lake City provides us with a deep understanding of route- and line-level performance, allowing us to conduct analysis and policy review cost effectively.



For the Boulder TMP, we developed this graphic to convey system performance.
Source: Nelson\Nygaard

Existing conditions work will be developed as a baseline for our technical work and also as an educational tool for key stakeholders and the public to communicate the existing state of the system and highlight opportunities for the TMP. As such, materials developed in this task will be highly graphical and easily digestible for a wide range of audiences. In addition to the steps outlined in the RFP, we will:

- Provide a summary of rail, fixed-route, and paratransit operating and cost indicators for the most recent five years (i.e. service hours, service miles, operating costs, number of trips, etc.) to assess productivity by route and route segment as measured in cost per hour, cost per passenger, passengers per hour, subsidy per passenger, and/or other performance indicators used in Salt Lake City or by UTA.
- Examine each route to assess how well the route serves its intended markets, how each route compares to the overall transit system, and what changes could be made to improve route performance and responsiveness to community needs.

2.2 User Experience and Mode Integration

Lead Staff: Cathleen Sullivan (Nelson\Nygaard)

Support Staff: Brie Becker, Oren Eshel (Nelson\Nygaard)

Every transit trip is preceded and followed by a walking or bicycling trip. Understanding how transit riders currently access transit will be a critical step to understand the current multimodal transportation system in Salt Lake City. Using data and insight from our work on the First Mile/Last Mile Study, in addition to other data provided by the City and UTA, we will document how existing facilities are being used, including detailed boarding maps. Maps developed for this task will be used as a technical tool to assess system performance but also as a visual tool during the public involvement tasks to educate the community.

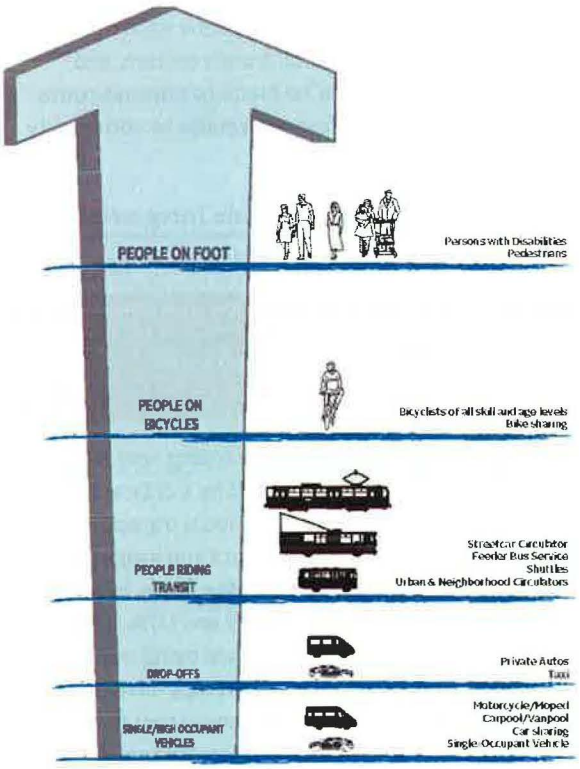
One useful tool that we have developed for other Transit Master Plans is an Access Hierarchy framework to demonstrate that access modes, such as walking, bicycling, and transit, provide the most cost efficient means to get people to transit. As priority corridors are identified in later tasks, the Access Hierarchy will be used to prioritize transit access investments.

2.3 Gap Analysis

Lead Staff: Cathleen Sullivan (Nelson\Nygaard)

Support Staff: Brie Becker, Oren Eshel (Nelson\Nygaard), Maria Vyas (Fehr & Peers)

We will identify gaps in the transit system based on the transit system and multimodal access analysis in Tasks 2.2 and 2.3, as well as the transit market assessment developed in Task 4.2. This analysis will be iterative, using technical analysis tools and visual illustrations to identify key routes, stops, or geographic areas of interest and drilling down to specific needs. The results of the gap analysis will be communicated through maps and graphics, used both as a technical and a visual tool.



For the Seattle TMP, we developed an Access Hierarchy demonstrating that access modes, such as walking, bicycling, high-capacity transit, and feeder/shuttle routes, provide the most spatially and cost-efficient means to get people to transit. The multimodal access hierarchy provides overarching guidance when making design decisions in transit corridor or station plans.
Source: Nelson\Nygaard

The analysis will include:

- A route-by-route assessment of key performance indicators, including productivity, passenger load, and schedule reliability. This assessment will be used to identify key corridors or segments for more fine-grained analysis and understanding of underlying issues affecting transit performance and user experience.
- Classification of stops based on land use and accessibility characteristics, such as street intersection density.
- A focused assessment of transit access for geographic areas with the highest density of transit-dependent populations (based on the market assessment).
- The travel market assessment (Task 4.2) will be overlaid with the transit service analysis to help understand how existing service levels relate to overall corridor travel demand and identify corridors or markets that may be underserved.

2.4 Governance and Funding

Lead Staff: Thomas Brennan (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Brie Becker (Nelson\Nygaard)

Achieving transit priorities defined during the TMP process will require new local funding sources, stronger partnerships with public transportation providers, and increased involvement of private sector partners to fund and expand Salt Lake City's transit service offerings. This task will be a critical step in developing an implementation-focused plan that provides the City and its partners with actionable steps to secure funding and guide investment.

To begin, this task will document existing funding sources for transit in SLC followed by an overview of potential funding sources at the federal, state, and local levels. Given our recent work in Seattle, Boulder, and Salt Lake City and our experience developing expenditure plans and local assessment districts, documenting existing and potential sources of funding will be conducted cost effectively.

We also have extensive data and information to document different governance structures across the U.S. We will complement our expertise with detailed research on governance models that are applicable to Salt Lake City. Interviews with transit agency staff will be conducted to uncover the nuances of governance issues outlined below:

- Operating/capital cost comparisons: human resources, vehicle maintenance and fueling, legal counsel, non-vehicle maintenance, road supervision, grants management, service planning, fare collection, ownership vs. lease of facilities and equipment
- Siting/development of maintenance facilities
- Service quality
- Regional vs. local service coordination/service integration
- Workforce issues
- Contracting requirements
- Transition issues

Deliverables: Existing conditions report, funding strategies memo, and governance models memo

Schedule: September 2014–February 2015

Task 3: Public Involvement

Lead Staff: Julie Bjornstad (Fehr & Peers)

Support Staff: Thomas Brennan, Cathleen Sullivan (Nelson\Nygaard)

We suggest developing and implementing a community outreach process that is dynamic, maximizes input, and provides transparency throughout the planning process. Working hand-in-hand with City staff, we will begin by developing a detailed public involvement plan to engage the community and key stakeholders through effective and innovative public engagement activities designed to provide valuable direction to the plan.

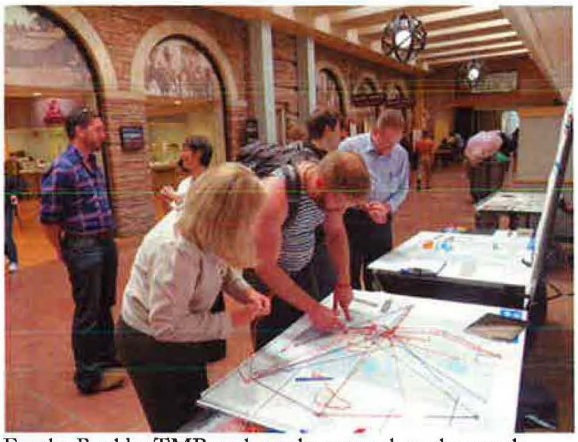
Working with the City, the Technical and Policy Advisory Committees, and the people who live, work, and visit Salt Lake City, our process will ensure the final plan is a product of the community. In collaboration with City staff, our team's approach to public involvement is guided by lessons learned through hundreds of transit outreach processes:

- **Build on what has worked locally**: We will take into account existing outreach efforts in Salt Lake City to build momentum and avoid redundancy.
- **Present information in terms of real, tangible tradeoffs**: We've learned that asking people what they want will lead to scattered and often conflicting information. We are experts in distilling highly complicated technical information into a rich community conversation.
- **Go to the people**: Simply asking people to come to a public meeting severely restricts who participates and often creates bias. Public involvement taken to places where there is a public audience such as community councils, coffee shops, community festivals , senior centers, refugee groups, or sporting events are inherently more democratic and yield better results.
- **Reach key stakeholders**: Through facilitation of Policy and Technical Advisory Committee meetings, in addition to stakeholder interviews, we will engage with key community members and organizations to ensure the TMP is grounded in community values, policies, and desired outcomes.

For the transit element of the Boulder Transportation Master Plan, we developed on online tool that asked the community how they would improve transit in Boulder. This interactive tool allowed participants to communicate their priorities, while at the same time provided an educational tool on the benefits and cost implications of transit investments. More than 1,000 community members responded. View the online tool at www.bouldertransitdesign.com.

- **Leverage technology:** The Internet is a powerful and cost-effective tool for keeping people engaged in the planning process and soliciting feedback outside public forums. We will build upon the City's existing platforms to gather important feedback from the community on near-term service options and a long-term vision for transit. However, we also recognize that not everyone has access to the internet and will rely on more traditional outreach methods to ensure input is collected from all demographics and ages.

Community outreach events will be held at each project milestone: (1) at the beginning to understand the community's vision for transit, (2) midway through the project help identify key corridors and provide feedback on near-term solutions, and (3) towards the end of the project to vet long-term options for transit investment and design in Salt Lake City. The Nelson\Nygaard team will take a broad-based approach to community outreach – there would be a combination



For the Boulder TMP, we brought outreach to the people. Here, University of Colorado students provided input on transit system improvements.
Source: Nelson\Nygaard

of techniques used – from the more traditional public meeting format to web-based applications. Web-based applications could include an interactive project website, a web-based transit opinion survey such as what we have successfully used in Seattle and Boulder, and targeted use of Open City Hall. We also have the in-house capabilities to provide bilingual outreach in English and Spanish.

Outreach efforts will also prioritize building partnerships between the City and its departments, UTA, the University of Utah, Salt Lake Community College, the business community, and other key stakeholders. These efforts may include stakeholder interviews and partnering workshops to build understanding of the plan, solicit input, and identify opportunities for collaboration across City departments and organizations. Ultimately, the success of the TMP will rely on the ability of these partners to plan, fund, and implement transit priorities identified during the process.

Deliverables:

- **Public involvement plan**
- **Vision statement**
- **FAQ, presentations, and graphics needed to support outreach**
- **Outreach materials**
- **Stakeholder interview list, questions, and findings**
- **Project website materials and web-based transit opinion survey**

Schedule: **Ongoing**

Task 4: Goals and Objectives for Transit

Establishing goals and objectives for transit must be grounded in an understanding of the existing system, the market for transit in SLC, and a process that defines how the transit system – and what corridors in the system – support the community's larger goals to promote equity, economic vitality, and overall quality of life. Our team is both well versed in these tasks nationally, as well as intimately familiar with the UTA service area and the Salt Lake City community.

As noted in the RFP, a City Council retreat will be held to review the goals established in 2013 based on new information provided in the public outreach process, existing conditions documentation, and gaps analysis. The outcome of this retreat, in addition to workshops held with the Policy and Technical Advisory Committees and input received from the public, will be a renewed set of goals with strong buy-in from Council that will help direct the TMP. Thomas Brennan and Cathleen Sullivan will use their extensive

For the Seattle TMP, we developed this map to illustrate existing travel patterns.

experience leading agencies across the country to align goals with action-oriented results. In 2012, Thomas facilitated a retreat for the City of Seattle's DOT Policy and Planning Division staff to discuss the activities of the division and opportunities to improve the relevance, effectiveness, and efficiency of the division's work program and practices. Thomas is also currently the Project Manager for the Portland Bureau of Transportation (PBOT) Two-Year Action Agenda where he is the lead facilitator at multiple agency-wide Director's meetings to determine PBOT's vision, goals, and measurable action items.

Recently, Cathleen worked with the Bay Area Rapid Transit System (BART) to develop goals and performance criteria to select stations and prioritize specific investments for their station modernization program and helped to agency with establishing goals, objectives and performance metrics for their FY15 Short Range Transit Plan and Capital Improvement Plan.

4.1 Consolidation and Exploration of Existing Policies

Lead Staff: Thomas Brennan (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Brie Becker (Nelson\Nygaard)

We know from our work across the country that aligning transit service investments – both near term and long term – with community land use policies, greenhouse gas reduction goals, and modal targets is essential to building community support for transit – both political and public. However, we also know that the vision for transit must be grounded in an understanding of the transit customer. This task will build off of the Existing Conditions Report in Task 2 and Public Involvement strategies in Task 3. Specifically, this task will:

- Identify distinct Salt Lake City transit customer markets
- Interview key stakeholders early on in the process to highlight important policies and community goals and values related to transit for use throughout the TMP process (as part of Task 3)
- Identify the community's priorities to improve the transit system using a myriad of public involvement strategies outlined in Task 3

Ultimately, this task will document the transit markets, the community values related, and if policies support or are potential obstacles to optimal transit planning.

4.2 Market Assessment

Lead Staff: Thomas Brennan, Cathleen Sullivan, (Nelson\Nygaard)

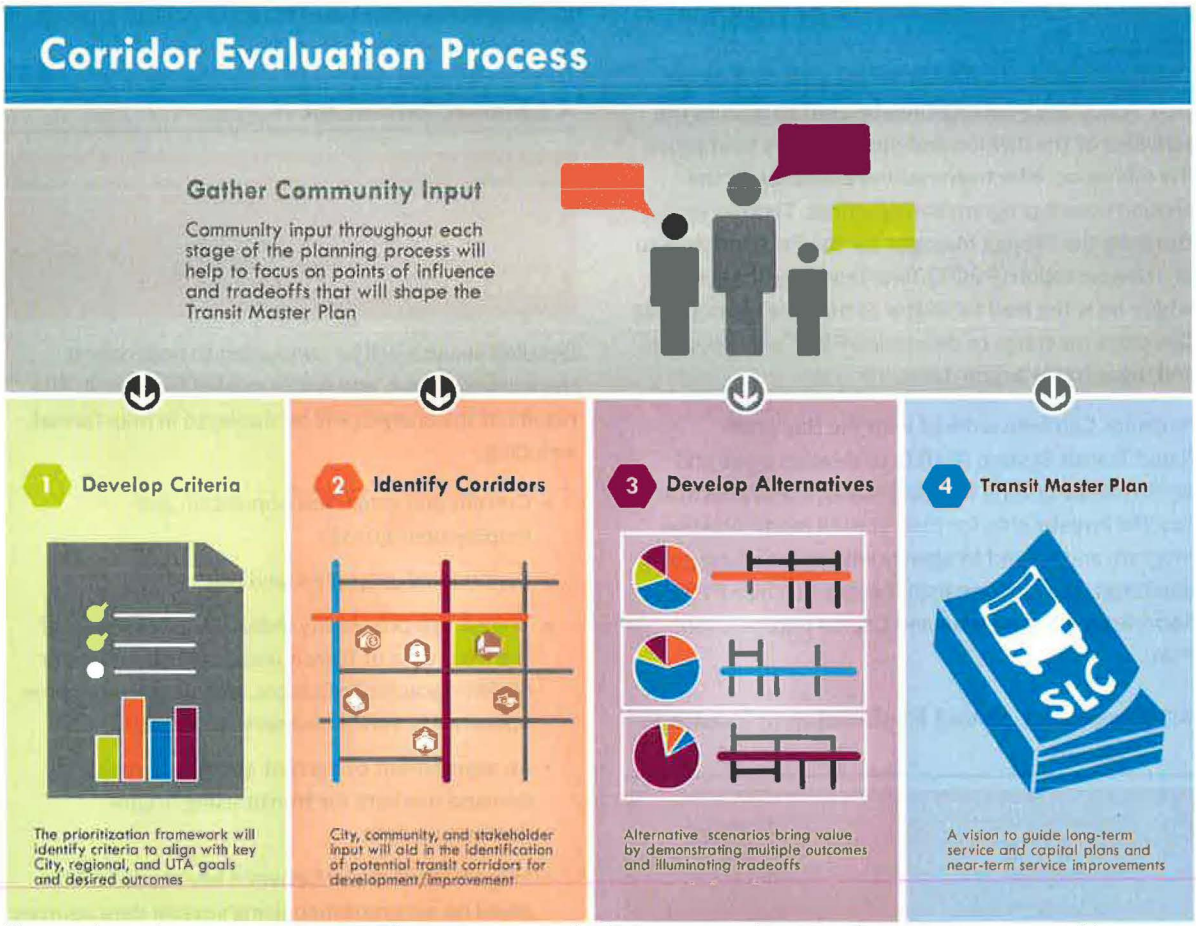
Support Staff: Oren Eshel (Nelson\Nygaard), Kyle Cook (Fehr & Peers)

Detailed analysis will be conducted to understand the existing, latent, and future market for transit. The results of the analysis will be displayed in map format, including:

- Current and projected population and employment growth
- Current and projected land use
- Transit use propensity index (an assessment of the likelihood of transit use based on a number of demographic indicators, including low-income households, vehicle ownership, and age)
- An assessment of current and future major demand markets for transit using origin-destination data
- Magnitude of travel between key markets. This could be accomplished using several data sources: (1) US Census Bureau Longitudinal Employer-Household Dynamics data (home to work travel patterns); (2) Local travel demand model data, aggregated to districts and mapped to show travel flows (variety of trip purposes)

The market assessment will be related to the user experience and mode integration assessment (Task 2.2) and gap analysis (Task 2.3) which will help identify the barriers to transit use for particular markets and corridors (e.g., walking and bicycle access conditions, transit frequency, or service span, etc.).

Existing and future transit demands will be mapped along with a series of graphics that illustrate how well the transit system addresses current and future demands.



The corridor evaluation process is a critically sensitive step in developing a comprehensive and community-supported Transit Master Plan in SLC. We will develop innovative infographics to communicate this complex process to the public, Council, and other key stakeholders.
Source: Nelson\Nygaard

4.3 Corridor Prioritization Framework

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Oren Eshel (Nelson\Nygaard)

This critical task will be the culmination of Tasks 4.1 and 4.2 and will develop a corridor prioritization framework that is responsive to City and UTA transportation goals and is developed through a stakeholder supported process. The outcome will be a comprehensive yet simple prioritization framework that will help test multiple scenarios and understand the inherent tradeoffs for each.

We propose to use a "triple-bottom line plus one" evaluation approach to evaluate corridor investments. While the triple bottom line approach emphasizes community, environment and economic goals, we have found it valuable to add a fourth category – efficiency - to the decision framework. We will engage technical staff, policy makers, and the public to refine a set of quantifiable evaluation criteria under each

For the Boulder TMP, we developed a tripple-bottom line approach, adding a fourth leg – efficiency. This evaluation framework supported broader community goals and helped develop a renewed vision for transit with strong buy-in from the community, advisory committees, and City Council.

For the Seattle TMP, we developed this map to highlight priority corridors in the Center City.

of corridors will be identified, based on the existing transit network and other potential transit corridors and based on the Market Assessment (Task 4.2) and other input received. Existing transit routes may be analyzed in segments, divided based on changes in service level, city boundaries, and/or anticipated combinations of segments that it could be desirable to analyze. The initial analysis will be somewhat iterative, used as a learning tool to test and refine the set of potential corridors to be analyzed. Once the network of corridors have been finalized, a full analysis will be conducted based on criteria identified in the Prioritization Framework (Task 4.3); some criteria may be more appropriate for evaluation in Task 7 (at the scenario or network level) or Task 9 (differentiating mode).

This analysis will help identify the corridors with the highest need and potential response to transit investments, based on current and projected future conditions.

To confirm we have the right set of corridors (or corridor segments) for analysis, current and potential high performance corridors identified in Task 2.1 will be subject to a "test and challenge" exercise with the Policy and Technical Advisory Committee through a series of facilitated workshops. We recommend these corridors also be vetted through a broader public process. This initial screening will ensure that no opportunities have been overlooked and confirm the definition of a range of corridor alternatives to be taken forward for more detailed analysis in Task 7

major evaluation category – environment, economy, community and efficiency. The graphic on the previous page shows examples of evaluation measures we used in Boulder. While some of these are important for any evaluation process, it is critical that a unique, locally supported set of criteria be developed for the SLC TMP.

Deliverables:

- **Goals and objectives report and presentation**
- **Existing and future needs maps**
- **Evaluation framework**

Schedule: **October 2014–April 2015**

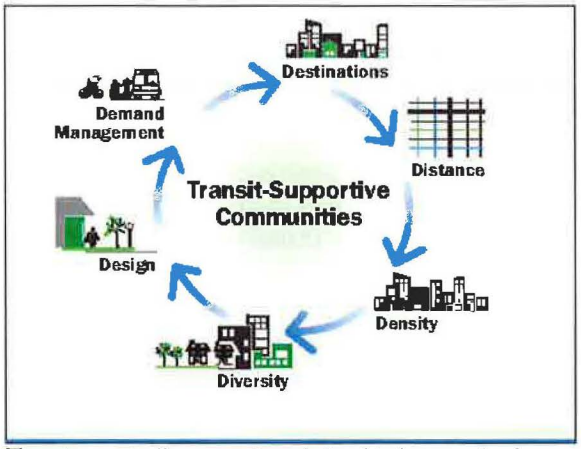
Task 5: Land Use

Lead Staff: Thomas Brennan (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Brie Becker (Nelson\Nygaard)

In any growing city, transit quality is a key criterion for land use development, and yet land use is also a key criterion for transit service. The best long-range transit plans are, in fact, land use plans that provide guidance for how a city's land use patterns should be developed to support transit ridership and realize desired development patterns. A key objective of the SLC TMP will be to define a policy framework that ensures high-quality transit investments are aligned with the land use planning process.

To successfully integrate land use into the TMP development process, we suggest the following approach:



There is a mutually supportive relationship between land use, access and system integration, and service quality from which community benefits of transit are derived.

- **Build internal partnerships.** From project inception, participants from the City's Planning, Housing and Neighborhood Development, and Economic Development Divisions will be included on the Policy and Technical Advisory Committees and stakeholder interviews. This partnership will ensure transit service investments and priorities are not being identified in isolation.
- **Document development opportunity**. Using findings from Task 4.2 Market Assessment, it will be important to document existing and projected land use patterns, along with existing and projected population and employment. In our experience, providing maps that are easily digestible to the public and stakeholders help to highlight the opportunity for enhanced transit service and updated zoning policies to match existing or projected demand.
- **Explore funding strategies** including funding at the federal, state and local level. Nelson\Nygaard has worked with cities in their development of Small Starts and New Starts funding applications for major investments. Recognizing that virtually all projects have a local funding component, we have helped to develop benefit assessment districts, local improvement districts, and local tax measures that have been successfully implemented.
- **Identify land use criteria** to integrate into the corridor evaluation framework to ensure transit expansion is contingent on appropriate land uses

Deliverables: **Land Use Technical Report Matrices, maps, and other graphic representations that clearly illustrate the relationship between land use and transit in SLC**

Schedule: **December 2014–March 2015**

Task 6: Key Corridor Identification

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Oren Eshel (Nelson\Nygaard)

Task 6 will identify high-priority transit corridors that have the highest potential ridership based on density and high propensity trip making. An initial set

in Task 4.2. The analysis process will be designed to give consideration to how various corridors can, in combination, be assembled to form a coherent network of premium service that improves service quality and capacity between downtown Salt Lake City, the University, and other important regional connections, and that enhances pedestrian and bicycle access to transit.

The results will be applied at the scenario level and at the individual corridor level. The graphic below provides an example of scenario-level analysis results for each metric in the evaluation framework. These results will be used to engage the Technical and Policy Advisory Committees to identify the most important evaluation account and metrics.

The corridor-level results will be illustrated in this task, as applicable and informative based on the specific metric, and used to discern the elements of each scenario that best achieve the desired community outcomes. These results will also be applied in the next task to evaluate mode options for the priority corridors.

Deliverables: **Overlay added to Task 4 map showing all potential corridors that respond to goals and objectives, and match generally accepted industry standards for transit compatibility**

Schedule: **June–July 2015**

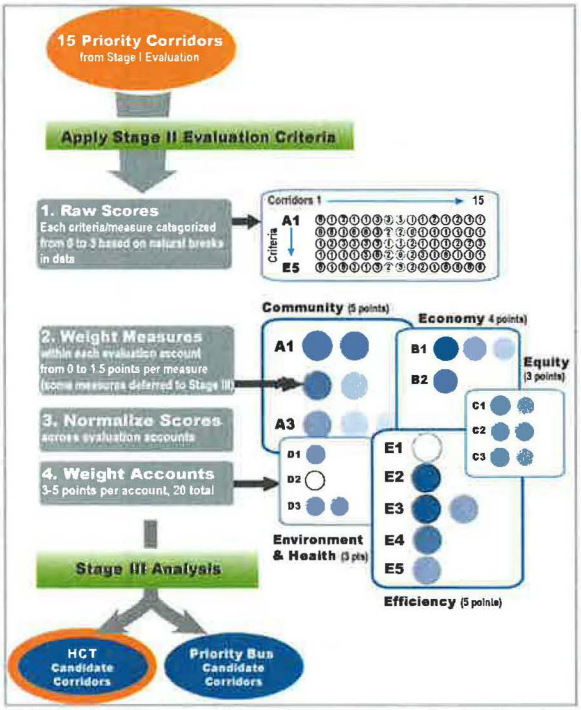
Task 9: Mode Identification

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Oren Eshel (Nelson\Nygaard)

Once a set of priority corridors has been identified at the conclusion of Task 8, appropriate modes for those corridors will be identified. To meet city transportation, economic development and environmental goals, it will be determined where significant capital investments are warranted, such as rapid bus, streetcar, rapid streetcar/street running light rail, etc.

Mode identification will be accomplished by dividing the priority corridors into tiers based on the evaluation results in Task 8, at the corridor-level, and considering



This graphic illustrates the evaluation process for the Seattle TMP.

additional factors that affect suitability for each high-capacity bus or rail mode that will be considered. These additional factors could include corridor right-of-way constraints, existing and future transit system integration, context-appropriate stop spacing characteristics, and passenger capacity requirements. The top tier of corridors where rapid bus or rail are warranted will then be analyzed further. Mode characteristics will be incorporated at a conceptual level, leading to a set of recommended potential modes.

Deliverables: **Map showing compatible modes for priority corridors**

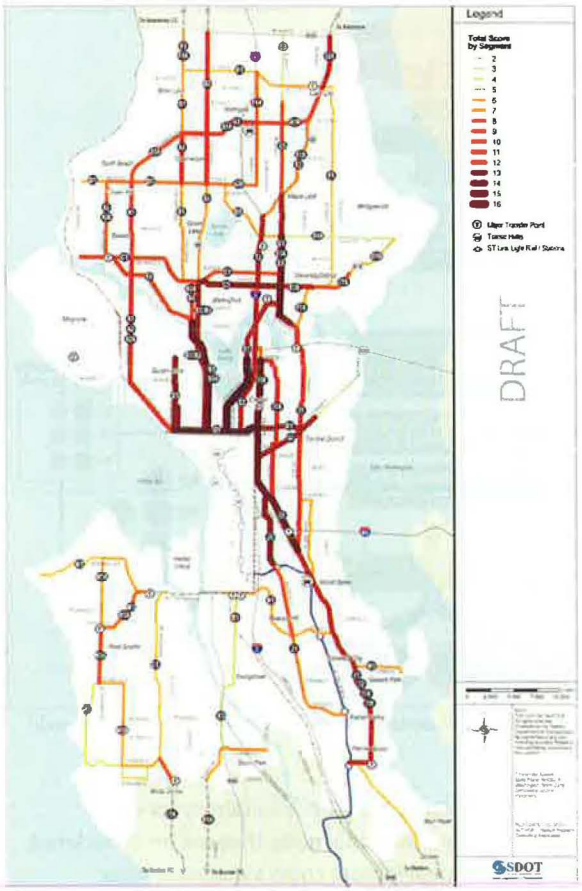
Schedule: **July–August 2015**

Task 10: Amenities, Convenience, and Comfort

Lead Staff: Thomas Brennan (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Brie Becker (Nelson\Nygaard)

A key outcome of the TMP will be to increase the number of people who ride transit to get to work,



This is a map developed for the Seattle TMP illustrates city-wide travel corridors and relative corridor strength based on a set of metrics analyzed during the corridor evaluation process. Source: Nelson\Nygaard

Alternatives Development.

Deliverables: **Overlay added to Task 4 map showing all potential corridors that respond to goals and objectives**

Schedule: **March–May 2015**

Task 7: Alternatives Development

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Oren Eshel (Nelson\Nygaard), Chris Zahas (Leland Consulting), Julie Bjornstad (Fehr & Peers)

Alternatives will be developed using the goals and objectives for transit identified in Task 4, the corridor prioritization exercise in Task 6, and through input from the community, Policy and Technical advisory committees, and Council and Mayoral briefings. This input will help to define the key desired outcomes of the TMP and influence the policy focus and definition of the alternatives A maximum of three transit network alternatives will be developed.

The team will analyze the performance of the identified key corridors given packages of assumed service investments. This task will include developing a range of service types and conceptual operating characteristics that will be applied to the key corridors. The scenarios will test different combinations of the corridors and investments to identify the benefits.

Deliverables:

- **Separate overlays for each scenario with associated conceptual cost range system-wide and a general assessment of benefits generated**
- **Technical report describing each factor and how scenarios were developed to optimize for those factors**

Schedule: **April–June 2015**

Task 8: Evaluation

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Oren Eshel (Nelson\Nygaard),Julie Bjornstad (Fehr & Peers), Chris Zahas (Leland Consulting)

It is important to stress that evaluating alternatives is an iterative process that provides opportunity to test various levels and types of investment. The process will help inform a preferred alternative that will be the framework for the TMP, but the alternatives themselves are not meant to represent system plans that could be fully implemented. The alternatives development process helps us to:

- Illuminate possible futures, not "the" future plan
- Test key constraints
- Test tradeoffs
- Inform decisions

The alternatives developed in Task 7 will be analyzed using the Corridor Prioritization Framework developed

recreate, and access services. Although many key steps have already been taken in SLC to create a comfortable and convenient passenger experience, the TMP will need to push the envelope to achieve significant ridership gains. Drawing upon input received through the Public Involvement process and relying on our extensive database of best practices nationally and internationally, this task will identify priorities to improve the passenger experience, including:

- **System Branding and Wayfinding**: Identify opportunities to brand the transit system and improve wayfinding.
- **Transportation Demand Management Programs**: Provide recommendations to invest in transportation demand management programs, including expanding and improving the Hive Pass Program.

This map from the Seattle TMP illustrates the top 15 citywide priority corridors that were identified through the evaluation process. Following an initial screening for potential modes, a detailed evaluation of high-capacity transit modes was conducted for three corridors; the other corridors were evaluated for a range of bus priority treatments.

- **Facility Design Guidelines**: Develop facility design guidelines to ensure safe and direct access to transit facilities by bicyclists and pedestrians.
- **Information and Technology**: Create real-time information and multimodal trip planning applications.
- **Transit Stop Hierarchy**: Develop a Transit Stop Hierarchy to provide guidance on the type of transit stop amenities based on ridership.

Deliverables: **Summary of amenity improvements at the system, corridor, and stop level**

Schedule: **June–August 2015**

Task 11: Plan Preparation, Review, and Adoption

Lead Staff: Thomas Brennan, Thomas Wittmann (Nelson\Nygaard)

Support Staff: Cathleen Sullivan, Brie Becker (Nelson\Nygaard)

We understand that the City is seeking a TMP that delivers a clear plan for action that provides clear short- and mid-term action steps to deliver a more useful and attractive transit product to current and future transit customers, while helping the City meet broad economic, environmental, and quality of life goals. The final TMP will include:

- Detailed operating and capital cost requirements to meet TMP priorities. While this plan won't develop a detailed funding plan, it will set the groundwork for the City to explore options to grow transit funding to support growth in service and capital development.
- Improved understanding of City transit and transportation priorities and clear policies/guidelines for working with partner transit agencies to deliver on TMP recommendations.
- Operating, capital, and programmatic near, medium, and long-term priorities, including detailed action items and implementing partners.

The final TMP will be a highly graphical document in both print and web format that can be shared with City departments, partners, and the public to launch Salt Lake City into its next generation of transit service.

Deliverables:

- Maps, summary graphics, charts, presentations
- Final plan
- Short version of plan for public distribution

Schedule: June–October 2015

Back to Staff Report

SALT LAKE CITY CORPORATION

DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE OF THE DIRECTOR

CITY COUNCIL TRANSMITTAL

David Everitt, Chief of Staff

Date Received: 2/20/15
Date sent to Council: 2/25/15

TO: Salt Lake City Council
Luke Garrott, Chair

DATE: February 12, 2015

FROM: Mary DeLaMare-Schaefer, Acting CED Director

SUBJECT: **Transit Master Plan – Launch**

STAFF CONTACT: Robin Hutcheson, Transportation Director, (801) 535-6630

COUNCIL SPONSOR: Lisa Adams, District Seven

DOCUMENT TYPE: Briefing

RECOMMENDATION: None

BUDGET IMPACT: None

BACKGROUND/DISCUSSION:

The purpose of this transmittal is to inform the Council that work is beginning on the Transit Master Plan, to provide information about the schedule, including the public involvement plan and anticipated updates to the City Council, and to review the goals outlined by the City Council. The transmittal is divided into the following sections:

- Background
- Schedule of Activities
- Review of Goals
- Questions for Council

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Background

In September 2013, City Council met at a retreat to develop a series of goals for a Transit Master Plan for Salt Lake City. The Transportation Division, with support from the Planning Division and UTA, facilitated that discussion which led to the development of goals for transit and the development of a Salt Lake City Transit Master Plan Scope of Work. That retreat was followed by two briefings during which Council reviewed and eventually approved a Scope of Work for the effort. With the consultant selection process now complete the Transit Master Plan process has begun.

Schedule of Activities

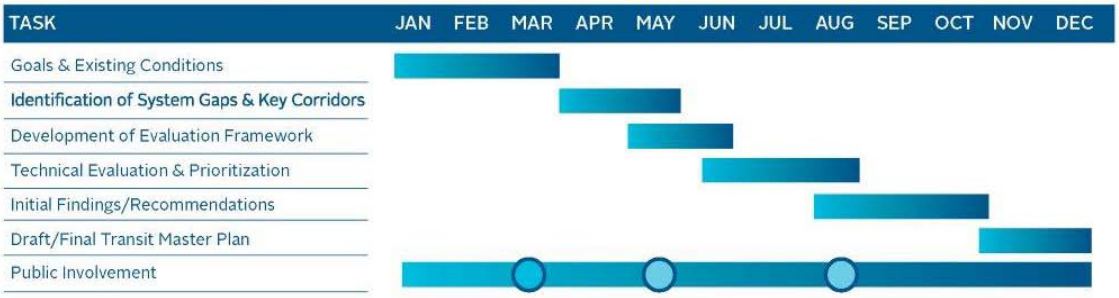
Based on the Scope of Work that was approved by Council the project team has developed a detailed work plan that has been broken down into seven tasks. In addition to regular involvement with Council staff, the team plans to engage the Council at three key milestones throughout the process, and prior to the development of a Draft Plan. This is anticipated to be an efficient process and reviews with the City Council will take place over approximately 9 months. An overview of the work plan and key milestones is shown in the Schedule of Activities below (Figure 1).

The project team has initiated data collection and technical analysis of existing conditions. A detailed public involvement plan (Attachement A) is also being developed which further outlines how the public and key stakeholders will be engaged. Activities under consideration by the communications team include electronic, web, and in-person outreach, with the goals of involving, educating, and listening to a broad variety of interested residents. There will be a special focus on reaching low-income residents, people with disabilities, older adults, youth and young adults, and non-English speaking groups. There are three key milestones around which public input will be most crucial and check-ins with City Council will be particularly necessary.

The first check-in with Council will occur to review the results of existing conditions analysis, and other pertinent information that may be available for review at that time. The next check-in will occur midway through the process to review the gap analysis, preview key transit corridors, and consider the evaluation framework that will form the foundation of the technical evaluation. The third check-in will occur after the initial technical evaluation and prioritization process to vet initial findings and recommendations that will be the basis of the Transit Master Plan.

There are also two optional activities under development that will provide Council with opportunities for engagement. The first optional activity is a Transit Master Plan workshop conducted during a special session or retreat that takes public input and data analysis into consideration as they relate to the refinement of our transit goals. The second optional activity is a trip to Boulder, Colorado to learn about the development of their transit system and build upon lessons learned from a similar joint UTA/SLC staff trip in 2013.

Figure 1: Anticipated Schedule of Activities



Review of Goals

At the September 2013 City Council Retreat, a series of goals for transit in Salt Lake City were developed. These goals will be shared with the public throughout the planning process to help generate further public discussion and ultimately define a vision for transit in Salt Lake City. It is intended that these goals be affirmed, modified or expanded based on what is learned from this process. Salt Lake City's transit goals as currently defined by City Council are:

- **Ease of Use**: Anyone in Salt Lake City can get from Point A to Point B using only one transfer
- **Affordability**: Cost for service should be scaled to the length of each trip – or everyone should get a transit pass
- **Destinations**: Everyone should be able to get to two transit routes within a quarter mile of where they live or work
- **Time of Day**: Mass transit hours of operation should mirror the times people leave and return from work and play
- **Immediacy:** Mass transit service should be available every 10 minutes so people can presume service
- **Route Reliability:** Routes should remain stable so residents and developers can make transit part of their long-term housing choice

Questions for Council

1. Does Council agree with the proposed timing and content of check-ins?
2. Does Council confirm continued support for the established transit goals?

Attachment

A. DRAFT Public Involvement Plan

Salt Lake City TRANSIT MASTER PLAN

DRAFT PUBLIC INVOLVEMENT PLAN

INTRODUCTION

A successful Salt Lake City Transit Master Plan depends on a robust, inclusive, and equitable public outreach process that will elicit input from key stakeholders and a broad cross-section of Salt Lake City communities and stakeholder groups. Activities will include online and in-person outreach. Web and in-person outreach efforts will be coordinated and in some cases launched simultaneously to generate broad and coordinated input.

This process must be conducted efficiently, maximizing the quality and breadth of input received within available resources. Key potential public outreach activities for the project are described below. For all planned and approved activities, the project team team will identify effective dates and locations, and review public outreach materials with the steering committee prior to any events, as described in the "Materials Review" section below.

LIVING DOCUMENT

This document is intended to be a living document – updated throughout the project to address changing needs.

GOALS OF PUBLIC OUTREACH PROCESS

The Project Management Team has identified three key goals for the public outreach process that align with Salt Lake City's Public Engagement Guide:

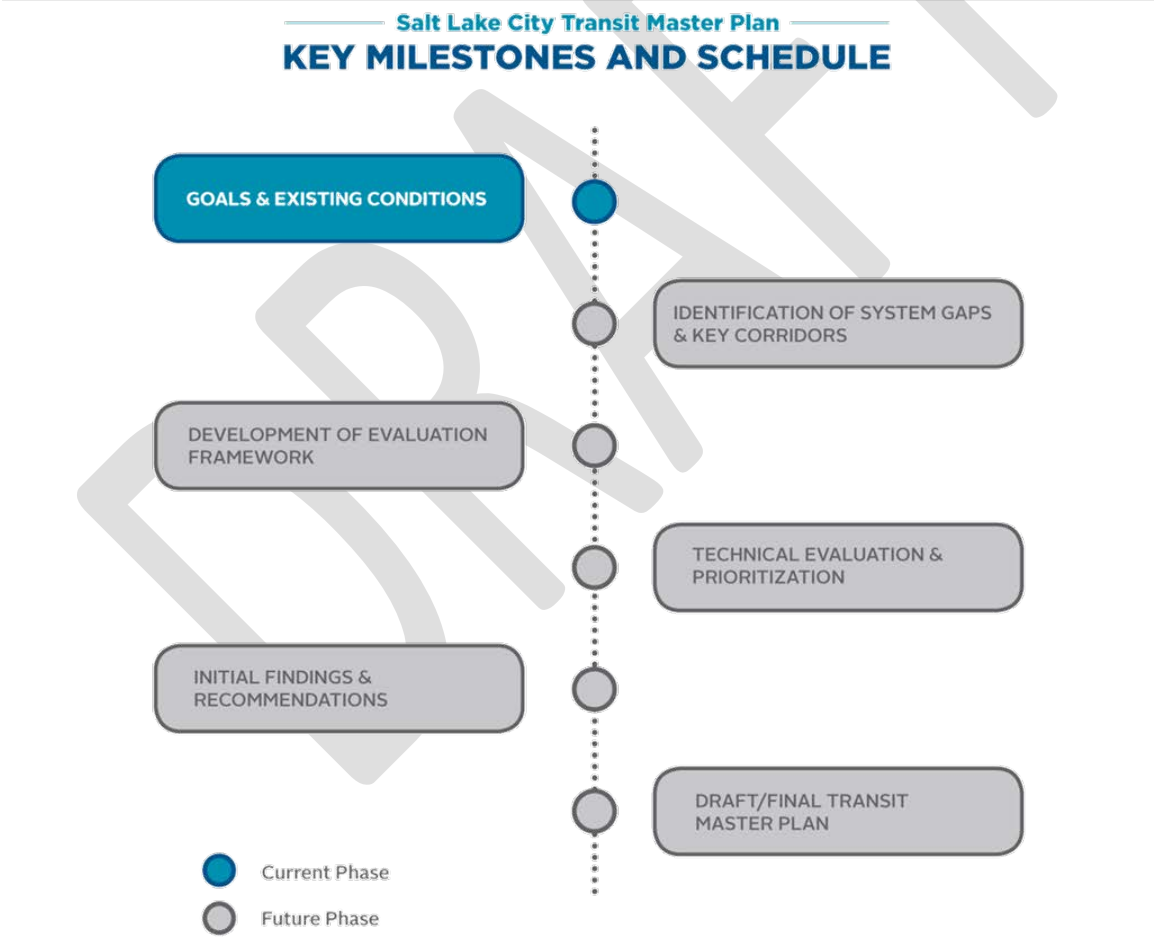
- **Involve** the full range of stakeholders, including underrepresented communities such as:
  - Low income residents
  - People with Disabilities
  - Older Adults
  - Youth and Young Adults
  - Immigrants and non-English speaking groups
- **Educate** the community on basic principles and benefits of public transit, including:
  - Economic, mobility, social, and environmental benefits of public transit
  - Key principles of transit planning
  - Best practices and features of high-quality transit systems
  - Implications of coordinating land use and transit planning
  - Trade-offs between different levels of service and types of investments
- **Listen** to the public through the most effective and convenient-based outreach methods to reach the City's diverse population of residents and transit users:
  - Stakeholder workshops
  - Public workshops
  - Mobile outreach through City events
  - Social media updates and event invites

KEY MILESTONES AND SCHEDULE

Although the public engagement will last for the life of the project, there are three key milestones where significant public input will be sought:

- **Goals/Existing Conditions**: At the beginning of the project to introduce the Transit Master Plan to the community, understand the community's goals for transit, present existing conditions, and refine our understanding of current conditions through their input.
- **Gaps/Corridors/Evaluation Framework**: Midway through the project to help identify gaps in the transit system, key transit corridors, and other desired improvements, as well as to review the evaluation and decision-making framework that will form the foundation of the technical analysis.
- **Initial Recommendations/Findings**: After the initial technical evaluation and prioritization process to vet initial findings and recommendations that will form the basis of the Transit Master Plan.

The overall project schedule with key points of public outreach highlighted is shown below.



ONLINE/ELECTRONIC PUBLIC OUTREACH ACTIVITIES

Project Website

The Project Management Team will create a project website to inform the public about the Transit Master Plan and key milestones. This website will have a unique and dynamic look and feel that will match the branded look and feel established for other project materials.

Once the project launches, the website will be updated through collaboration between the Project Management Team and the Steering Committee. Reasons for updating the website could include noticing workshop, linking to the transit survey, linking to Open City Hall posts, or providing deliverables to the public.

Facebook Page, Twitter Handle and Tweets

The Project Management Team will work with the Communications Team to integrate project information with existing SLC outreach systems. This effort assists the City with targeted project information sharing and input and will avoid duplication of efforts.

Online Survey

The Project Management Team will develop a web-based transit opinion survey that will gather feedback on issues such as reasons people do or do not ride transit and posing tradeoff-type questions to prioritize transit improvements. In addition to the website and survey, the Project Management Team will utilize Open City Hall to pose targeted questions for public input. These questions will be identified as the public involvement plan evolves based on input from the Steering and Communication Committees. The Project Management Team will synthesize input received from Open City Hall.

IN-PERSON OUTREACH ACTIVITIES

Public Workshops

The Project Management Team will conduct and attend two, 2-hour public workshops at key milestones during the project. The team will review public workshop strategies and format with the Steering Committee prior to the workshops and prepare all materials for the workshops.

Public Workshop #1 – During Goals and Existing Conditions Phase

Public Workshop #2 – Initial Recommendations and Findings

Stakeholder Interviews

The Project Management Team will conduct meetings/interviews to elicit input from key stakeholders. At a minimum, stakeholder input will be sought at the key public outreach milestones mentioned above, and may be appropriate at other points in the process, to be determined.

Mobile Outreach/Public Events

The Salt Lake City Transit Master Plan should have a presence at various City events and venues including various festivals, farmer's markets, libraries, transit hubs, schools, etc. Every District of the City will have at least one mobile outreach event.

Optional

The following optional outreach methods are not currently included in the project scope or budget. The Project Management Team will decide how best to optimize the methods listed above if these optional outreach methods are deemed beneficial.

Bus Tour

As part of the mobile outreach efforts, the Project Management Team will research the potential utilization of a bus (for hire) to tour Salt Lake City neighborhoods and key activity nodes with a mobile input station to elicit input from those who will not or cannot attend workshops.

Textizen (text-based community engagement)

Textizen is a text-based platform that sends, receives, and analyzes text messages from the public. Interactions can be customized at any time during the Project and do not require internet access or a smart phone. Sample questions could include how often do you take transit, where would you start a trip on the bus, where is your top destination, etc. This process would need to be advertised, most likely at transit stops, libraries, the website, and other places of gathering.

GENERAL PROTOCOLS FOR PUBLIC OUTREACH

Advertisement and Noticing Strategies

The City will provide advertising for all public outreach via City website, social media, community council newsletters, utility bills, and letters from Council members to constituents. Advertisement will occur in English and Spanish as appropriate. The City will provide Spanish translation; however, the Project Management Team has the capability of facilitating public and stakeholder workshops in Spanish, if needed.

DOCUMENTATION

The Project Management Team will document each phase of outreach in memo format and will create a public involvement summary appendix for the final Transit Master Plan, with records of participation and materials.