



METRO STRATEGIC PLAN

VISION

METRO will be recognized as a trusted and respected community partner and visionary leader that provides a premier regional rail transit system with a commitment to excellence and safety, which provides value, enhances quality of life and is a point of pride for our community.



JULY 2006



METRO ORGANIZATION

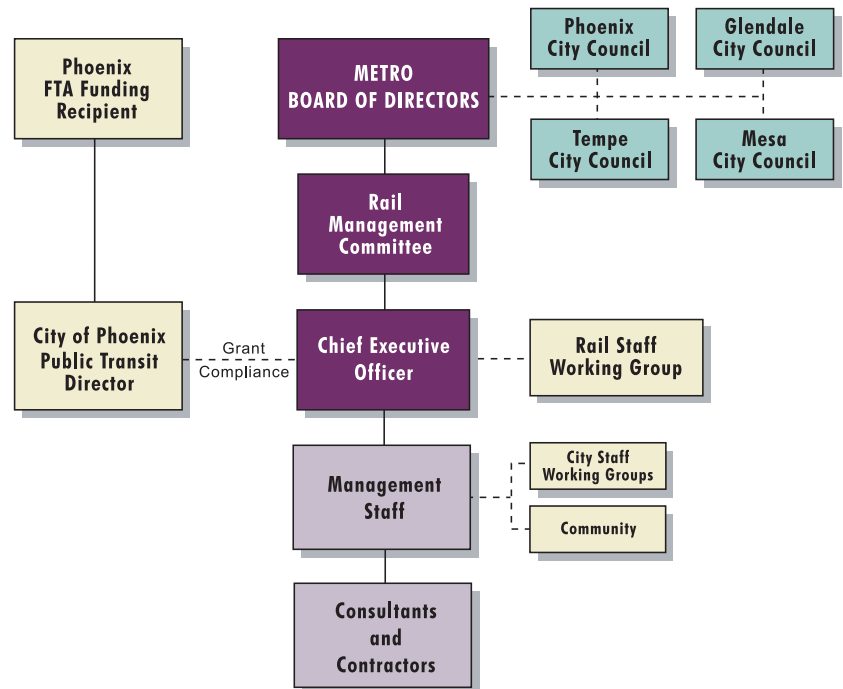
Valley Metro Rail, Inc. (METRO) is a public non-profit corporation formed by the cities of Glendale, Mesa, Phoenix, and Tempe to manage design, construct, and operate the Light Rail Transit (LRT) system within the Metropolitan Area. The board of directors includes elected officials from the member cities. The board of directors establishes overall policies for management and administration of the LRT system, provides oversight over the design, construction and operation of light rail, and oversees the receipt and disbursement of funds and grants from federal, state, local, and other funding sources.

The Chief Executive Officer (CEO) is responsible for the day-to-day management of the organization. The CEO plans, coordinates, and directs the activities of the management staff in carrying out the organization's responsibilities. The management staff includes a limited number of core agency employees, augmented by consultant personnel with specialized expertise and experience in light rail planning, design, construction, and operations on a project-by-project basis. The following chart depicts the policy organization for METRO and the relationships to key stakeholders.

MEMBER CITIES



METRO POLICY ORGANIZATION





METRO POLICY

VISION

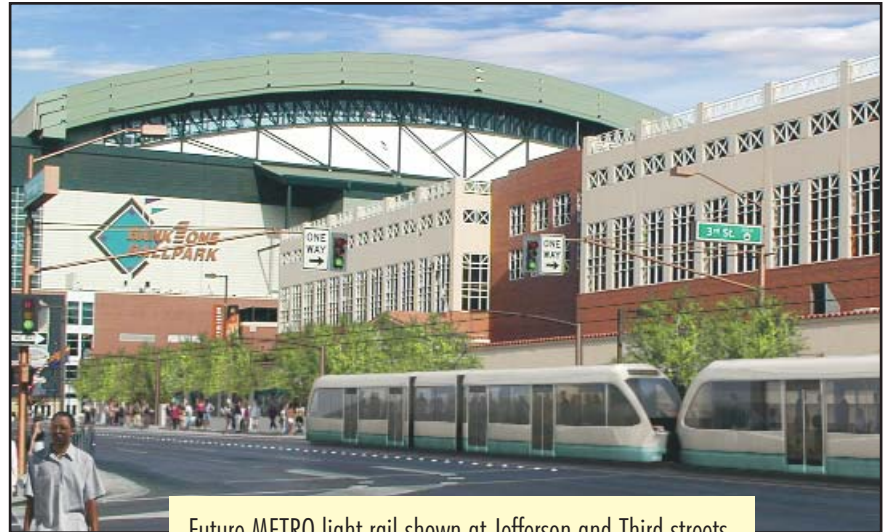
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MISSION

METRO provides a premier regional rail system that enhances mobility and strengthens the viability of our community.

VALUES

- Accountability
- Communication
- Integrity
- Leadership
- Respect
- Trust



Future METRO light rail shown at Jefferson and Third streets



A future light rail station at 3rd Street and Mill Avenue

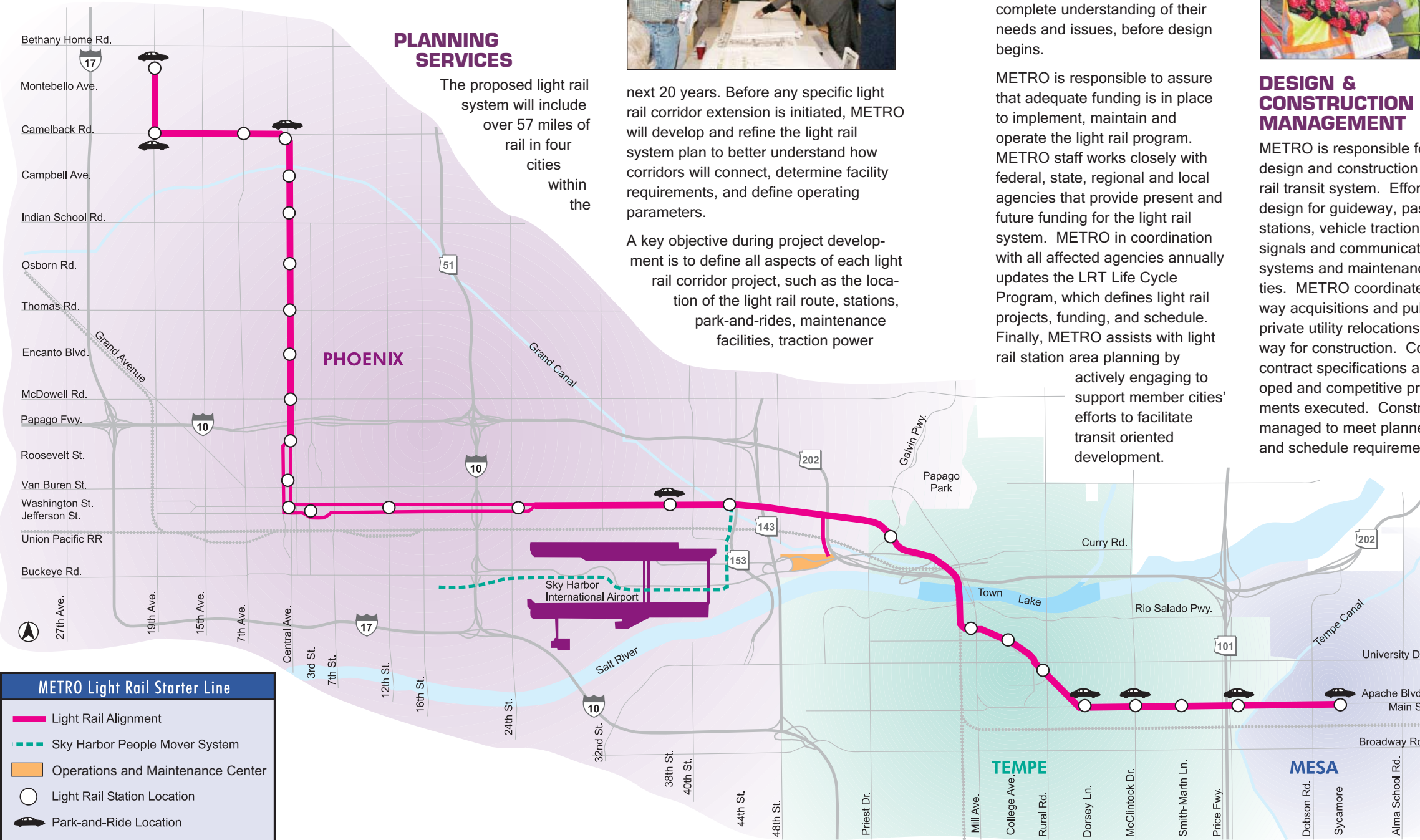
FIVE-YEAR ORGANIZATIONAL GOALS 2007-2011

- Maintain the budget, schedule, and scope of the METRO 20-Mile project.
- Implement and operate a safe, efficient, customer-oriented, reliable METRO system.
- Increase awareness and strengthen public confidence in the METRO system.
- Plan, design and construct the rail element of the Regional Transportation Plan.
- Maintain sound relationships with federal, state, regional, and local agencies who are stakeholders in the METRO system.

METRO SERVICES

METRO was formed to plan, design, construct, and operate the METRO light rail transit system. The approved light rail alignment (the initial 20-mile segment) is scheduled to begin serving passengers in

Phoenix, Tempe, and Mesa starting in December 2008. An additional 37 miles of light rail, to be funded by local taxes, Proposition 400 revenues, and federal funds, is planned for future years. See *Future Extensions* for further information.



PLANNING SERVICES

The proposed light rail system will include over 57 miles of rail in four cities within the



next 20 years. Before any specific light rail corridor extension is initiated, METRO will develop and refine the light rail system plan to better understand how corridors will connect, determine facility requirements, and define operating parameters.

A key objective during project development is to define all aspects of each light rail corridor project, such as the location of the light rail route, stations, park-and-rides, maintenance facilities, traction power

sub-stations, and bus interface. METRO staff is committed to working closely with policy makers, public agencies, businesses, community stakeholders, and utility companies to assure a complete understanding of their needs and issues, before design begins.

METRO is responsible to assure that adequate funding is in place to implement, maintain and operate the light rail program. METRO staff works closely with federal, state, regional and local agencies that provide present and future funding for the light rail system. METRO in coordination with all affected agencies annually updates the LRT Life Cycle Program, which defines light rail projects, funding, and schedule. Finally, METRO assists with light rail station area planning by

actively engaging to support member cities' efforts to facilitate transit oriented development.



DESIGN & CONSTRUCTION MANAGEMENT

METRO is responsible for the design and construction of regional rail transit system. Efforts include design for guideway, passenger stations, vehicle traction power, signals and communications systems and maintenance facilities. METRO coordinates right-of-way acquisitions and public and private utility relocations to make way for construction. Construction contract specifications are developed and competitive procurements executed. Construction is managed to meet planned budget and schedule requirements.

Emphasis is placed on delivering a high quality product focused on meeting the long-term needs to operate and maintain systems for rail passenger services.

OPERATIONS & MAINTENANCE

METRO is responsible for overseeing the day-to-day operations of the METRO system. During the design and construction phases, Operations and Maintenance staff will oversee the final design of all system elements including: signal and communication systems, track electrification system, light rail vehicles, and ticket vending machines. Rail activation and integrated test program plans are developed to facilitate the transition from construction of the LRT systems to passenger service operations.



In December 2008 revenue operations will commence and METRO will provide comprehensive management of rail passenger services including safety, security, public information and marketing, risk management, fare collection, finance, transportation service delivery and LRT systems maintenance. Contracted services for vehicle operators, vehicle maintenance, LRT systems and facilities maintenance will be procured and managed.



FUTURE EXTENSIONS

SYSTEM EXTENSIONS

The Regional Transportation Plan (RTP), approved by voters in November of 2004, identifies 57.7 miles of major light rail/high capacity transit corridors to be implemented by 2026. This includes the 20-mile METRO starter segment, which is currently under construc-

tion. The plan also includes the following extensions:

- 5 mile extension to the northwest in Phoenix
- 2.7-mile east extension into downtown Mesa
- 2-mile extension into south Tempe

- 5-mile extension west into Glendale
- An 11-mile extension into west Phoenix
- 12-mile extension into northeast Phoenix

A map of the proposed METRO system is seen below.

REGIONAL RAIL TRANSIT SYSTEM

