



2017 CITY OF SURPRISE
ITS STRATEGIC PLAN

Kimley»Horn

Arizona Department of Transportation - Multimodal Planning Division

TASK ORDER: MPD0050-17

City of Surprise

Intelligent Transportation Systems Strategic Plan

Technical Memorandum 7 – Implementation

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1 INTRODUCTION TO THE ITS STRATEGIC PLAN

The City of Surprise (City) has received federal funding and is working with the Arizona Department of Transportation (ADOT) to develop an Intelligent Transportation Systems (ITS) Strategic Plan. The goal of an ITS Strategic Plan is to identify strategies and tools to allow the City to manage its transportation network and information exchange more efficiently. ITS includes communications and field technologies that are integrated into the transportation network such as traffic signals, cameras, fiber optic communications, and central management software. ITS technologies are widely deployed throughout the Phoenix metropolitan area, the County, and the world.

1.1 Surprise ITS Strategic Plan Process

The City has invested in ITS communications and traffic management devices to outfit major arterial intersections throughout the City. Surprise is in a unique position to create a plan for how the current ITS infrastructure should be used to maximize investment, and identify priority focus areas for the growth of the ITS Program as the City itself continues to grow in both physical size and population.

The project to develop this Plan will include the following phases:

- Establishing a Stakeholders Group – identifying City staff and technical staff from other agencies to provide input into the Plan and guide its development.
- Data Collection – learn about existing infrastructure, processes, resources, and planned activities within Surprise.
- Needs and Strategy Development – collect needs and challenges related to transportation operations and data/information sharing in the City to guide the development of ITS strategies that could address those needs.
- Transportation Systems Management and Operations (TSMO) – identify City focus areas related to transportation and information sharing such as operation of key corridors, management of events and incidents, and improved freeway coordination. This task will identify resources that will support the City in operations and management for those focus areas.
- Funding and Implementation – identify methods to help the City implement ITS strategies in a phased manner and obtain the necessary resources and support for continuing operations and management of Surprise’s transportation and communications network.

1.2 Implementation Overview

This Implementation Plan is intended to support the City in implementing the strategies indented in the ITS Strategic Plan and implementing the comprehensive ITS Program that is envisioned for the City. This document provides an overview of the *what, why, who, when* and *how* of the ITS Plan as it has been developed.

What and Why are described by the Needs and Strategies that have been identified.

Who describes the partnerships and leadership needed within the City to implement the ITS Plan and it strategies.

When describes the timeframes and logical phasing of strategy implementation.

And How describes the key steps and programs needed to implement the ITS Strategies and support the ITS Program in the long-term.



2 WHAT AND WHY: STRATEGIES REVIEW

A set of recommended strategies are identified in Technical Memo #4 – ITS Needs, Recommend Strategies and Projects, and Estimated Costs, that would help expand the current ITS Program and allow the City to best leverage the ITS investments. The strategies that were identified in Tech Memo #4 were identified based on needs or opportunities for improvement that City Stakeholders noted. Many of the identified needs or opportunities were not directly related to the ITS Program, meaning that they were not improvements to the ITS network but were, instead, recognizing ways that ITS infrastructure or resulting data and information could be used to improve the processes or provide amenities to other departments or to the traveling public.

Planning-level cost and effort estimations for the various strategies are provided in Tech Memo #4 – ITS Needs, Recommend Strategies and Projects, and Estimated Costs. The City standard process for identifying capital projects is that projects with a cost over \$100,000 require completion of a Capital Improvement Program (CIP) form to be submitted for inclusion in the CIP. For applicable projects, information for these CIP forms, such as justifications and benefits, can be found in Tables 2, 4, 8 and 9 in Tech Memo #4. Projects with costs under \$100,000 are accounted for in department operating budgets and are not submitted through the formal CIP process.

Some of the recommended strategies, including those in the Communications Master Plan and the Infrastructure Master Plan, will require capital costs. An ITS Cost Estimator is provided in Appendix A, which can be used to generate cost estimates for ITS-specific projects that include ITS infrastructure. The ITS Cost Estimator accounts for costs associated with capital procurement of equipment, implementation costs (below-the-line costs such as design, traffic control, mobilization, etc.), and ongoing operations and maintenance costs.

There are also some recommended strategies in the other two master plans (Data and Public Safety) that require some capital investment, such as procurement of servers or upgraded systems/software; however, only a few of these strategies have estimated costs that exceed the \$100,000, and thus will need to be pursued through department operating budgets.

Many of the strategies have little to no capital costs as they are recommending new or improved processes or programs to facilitate coordination between departments and provide other departments outside of the ITS/TMC group access to outputs and benefits of the ITS network. For these strategies, much of the cost is related to staff time, whether for meetings, coordination between departments or general management of the strategy program or process. For example, there is a Public Safety Master Plan strategy of increasing the number of incident response staff who are trained in traffic incident management (TIM). Attending TIM training in the region is free for any agency staff, however, the costs of the strategy are in the staff time that is required to attend the training.



3 WHO: ROLES AND RESPONSIBILITIES

Lead departments and others that should be involved in each of the recommended strategies are identified in Tables 2, 4, 8 and 9 in Technical Memo #4 – ITS Needs, Recommended Strategies and Projects, and Estimated Costs. The TMC/ITS group is identified as the lead on many projects directly related to the upkeep and expansion of the ITS network; however, other departments, including IT, Police, Public Works and Economic Development, are also identified as leads of various strategies, especially those in the Data Master Plan and the Public Safety Master Plan. This creates the opportunity to generate shared ownership and investment in the ITS Plan and resulting ITS Program, which will increase the likelihood of its successful implementation.

Departments are identified as leads for a strategy when the implementation of the strategy is dependent on commitment of staff time and resources from that department or when the benefits of the strategy are most prominently realized by that department. An example is the strategy related to developing a publicly available traveler information portal or dashboard to provide real-time information and performance reporting. The identified lead for this strategy is the IT Department, as their participation is required for developing, administering and maintaining a public website or mobile application for public use.

Key responsibilities of the lead department for each recommended strategy/project include:

- Initiate the implementation of the strategy:
 - Identifying the key partners within the department and in other departments that should be involved;
 - Set up a meeting with identified partners to garner commitment and gain a shared understanding of the strategy/project and the desired results; this may include representatives from departments such as the finance department or City Manager's Office if it is deemed appropriate;
 - Set up recurring meetings with project partners, if applicable;
 - When the strategy/project is defined, identify costs for initiating the project and identify most promising funding sources, if applicable; additionally, identify ongoing costs (operating, maintenance, management) that may be required after the strategy/project is implemented; and
 - If CIP funding is required, use the information in this ITS Strategic Plan as well as the information compiled in the first meeting to fill out and submit City CIP forms; similarly, if another funding source is identified that requires an application, such as a grant or a regional funding source, work with partners, as needed, to complete necessary documentation/applications.
- Manage implementation of strategy:
 - Establish a contract with a consultant/service provider, if necessary, to support project and manage contractor's work;
 - Complete any requirements (meetings, documentation) related to grants or external funding sources that may have been acquired for the project;
 - Conduct periodic check-in meetings with project partners to provide project updates or to make sure participating partners are following up on their project-related responsibilities;
 - Provide updates to management (department directors, Mayor, Council), as required; and
 - If project requires multiple years to implement, make sure budgets are in place to support project continuation.
- Manage project close-out (if applicable):
 - If project is stand-alone, have final meeting with project partners to make sure project is completed to satisfaction (some strategies may involve ongoing recurring meetings);
 - Provide final update to management or council, if necessary; and



- Make sure that there are proper expectations set for continuing operations and maintenance costs for the resulting project/program. Depending on where O&M costs will be incurred, the lead department should either make sure they are budgeted properly or provide support to the department in which the cost is incurred to make sure it is budgeted.

In addition to the lead department for a strategy/project, many projects require participation from other departments to successfully address and implement the strategy. Continuing with the example of the public information application project that will be led by IT, participation by the Police Department and the TMC/ITS group will be required to collaborate on the desired functionalities of the application, including providing crash alerts (Police) and real-time road condition information (TMC/ITS). The level of participation required by other involved departments will vary based on the strategy, but undertaking projects or initiatives with multi-departmental support will help make sure they are implemented most efficiently and that they will provide the greatest benefit to the City as a whole.

Key responsibilities of other involved departments for each recommended strategy/project include:

- Attend project meetings set up by the lead department, especially the kick-off meeting where the strategy/project will be defined and clarified as a group;
- Consider ways that your department can financially participate, which might include:
 - Providing some funding (and budget for future costs) for strategy implementation or any ongoing costs,
 - Applying for funding through a grant or other source to support the project,
 - Providing staff time for project management, development or review,
 - Jointly supporting the development of a CIP project application,
 - Undertake a small project in your department to support the larger project (example: set up a server in your department to centralize data collection so that it can feed a larger, City-wide server);
- Provide input during the project, as requested; and
- Work within your department to update existing processes to support the implementation or ongoing needs of the project, if necessary (example: if data is needed in a different form from how it is currently provided, consider ways to update collection or processes to provide the data in the format needed for the strategy/project).



4 WHEN: STRATEGY PHASING

All of the strategies identified in this plan are considered important and feasible by City Stakeholders, although not all strategies can or should be implemented immediately. Instead, three time frames for strategy implementation have been identified: Immediate (0 years), Near-term (1-3 years) and Long-term (4+ years) (detailed descriptions can be found in Tech Memo #4 – ITS Needs, Recommend Strategies and Projects, and Estimated Costs in Section 2.2, Strategy Timeframes).

Figure 1 provides an overview of the strategies identified as multi-departmental efforts to support the City in best leveraging the ITS network and provide City-wide benefits. There are other strategies that are related only to the expansion of the ITS program, which are not shown in Figure 1, as they do not involve multi-department considerations. A majority of the strategies fall into the 'Immediate' timeframe and are led by a variety of different departments. The Immediate strategies are identified as such because they are a continuation or acknowledgement of an initiative the City has already started. These include the following strategies:

- Work with the private sector to expand communications in the City – the City is currently in a deal with a private utility company where the company will provide the City with conduit infrastructure in return for use of the City's right of way for communications infrastructure;
- Develop a City traveler information portal – the City IT Department is developing a Citizen Engagement Application, which will be made available for download to a smart phone or tablet and will provide users with information about the City and allow citizens to provide information to the City like a 3-1-1- system; and
- Increase the number of incident response staff who are trained in Traffic Incident Management (TIM) – the Police Department is setting up a TIM training at the City for internal police, public works and fire staff and are working with the Training unit to require all new officers to attend TIM training.



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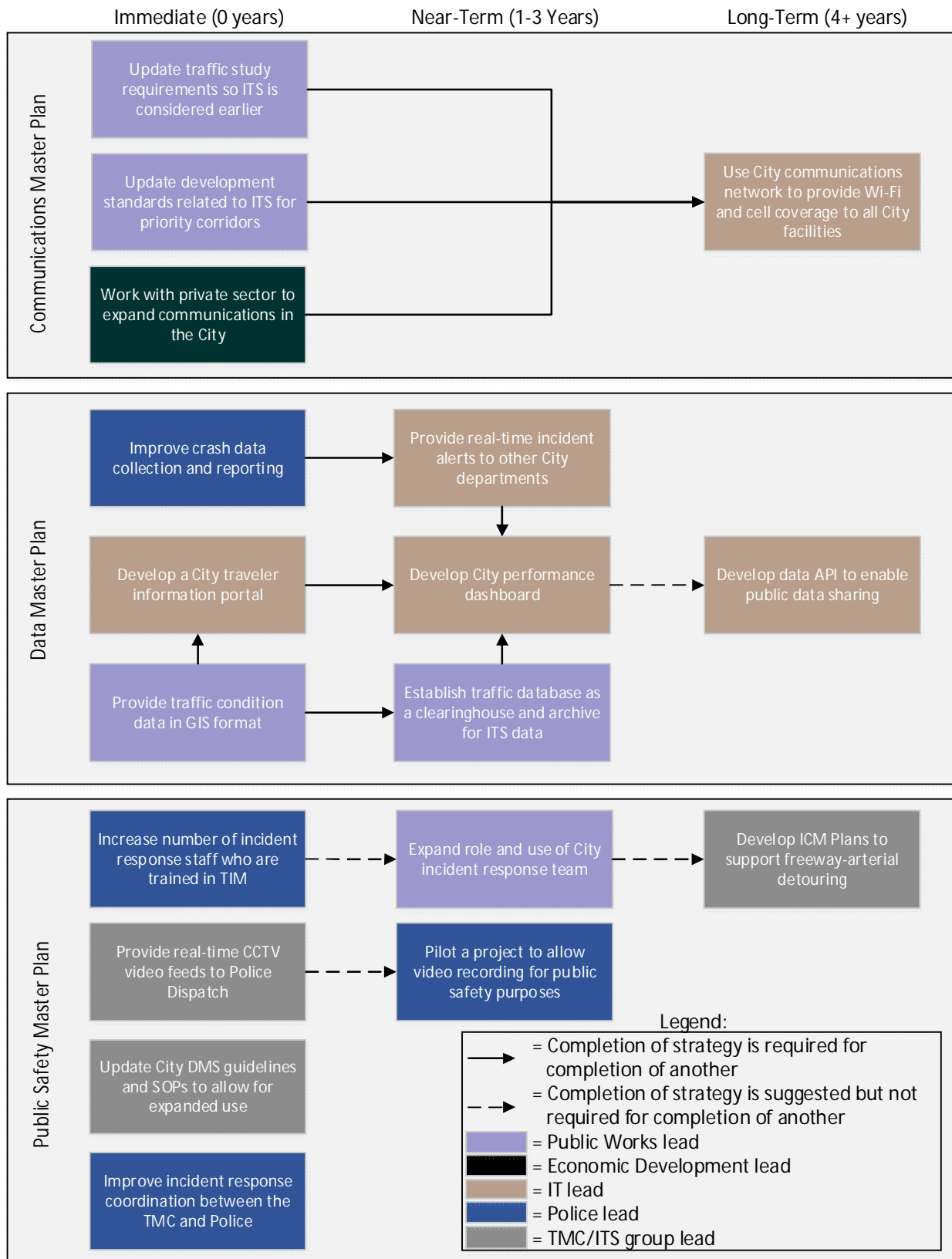


Figure 1: Surprise Strategy Phasing



The other Immediate strategies are those where the resources or processes are in place to implement the strategy, and there just needs to be commitment from the lead department and partner departments to initiate the strategy/project and follow it through. There are very minimal funding requirements for the Immediate strategies beyond staff time.

The Near-Term strategies are those that build off the completion of Immediate strategies or those that require more time to secure resources or commitment to the strategy. Some of the Near-term projects will require budget to be dedicated in next year's budgeting cycle because all of the current year's budget has been committed. This may be the example of the strategy for Public Works to establish a traffic database, which will require a server and the infrastructure required to secure the server and connect the server to the ITS network and other data sources. On the other hand, the strategy of piloting a project to allow video recording for public safety is a Near-term project because the City is waiting for proof of concept and lessons learned from other agencies in the region who are currently undergoing a similar pilot project.

Strategies identified for Long-Term implementation are those that build off strategies in the Immediate and Near-terms or those that have been identified in the Plan as future needs. The strategy related to providing Wi-Fi and cell coverage to City facilities is in the Long-term phase because IT's ability to address this strategy is contingent upon expansion of the City fiber network, through the three strategies identified in the Immediate phase and other expansion projects found in the Communication Master Plan in Tech Memo #4 – ITS Needs, Recommend Strategies and Projects, and Estimated Costs. It will take some time for the infrastructure to be put in place, and at that time IT can then address that strategy. Another strategy identified for the Long-term phase is the development of Integrated Corridor Management (ICM) plans. This strategy is included in the later timeframe because currently, the Loop 303, which is the major freeway that affects Surprise, does not carry the volume of traffic that would warrant the need for ICM strategies. However, when that freeway starts seeing significant increases in traffic volumes and congestion, the development of an ICM Plan is recommended.

The timeframes identified for each strategy is a recommendation based on the existing initiatives and resources at the City. City Departments who are interested in implementing a strategy earlier than identified in Figure 1 are encouraged to do so. Similarly, if circumstances arise that creates challenges for implementing strategies identified for an earlier phase, the City department lead may have to delay the implementation of a strategy, but should continue to seek out ways to implement the strategy as it may impact the ability of other strategies to begin.

The Data Master Plan section of the implementation phasing is a one that integrates multiple department activities into a set of common Citywide outcomes. This is the reason that the Data Master Plan has become an important tool for the City to perform outreach both to City Departments and the public. Figure 2 provides an implementation schematic of the various activities that would result in the implementation of portions of the Data Master Plan strategies by the IT Department. The dashed lines (- - - -) in Figure 2 between the TMC/ITS and Police Departments indicate implementation activities that these departments need to support to address all the strategies in the Data Master Plan. The solid lines indicate activities already completed or underway.



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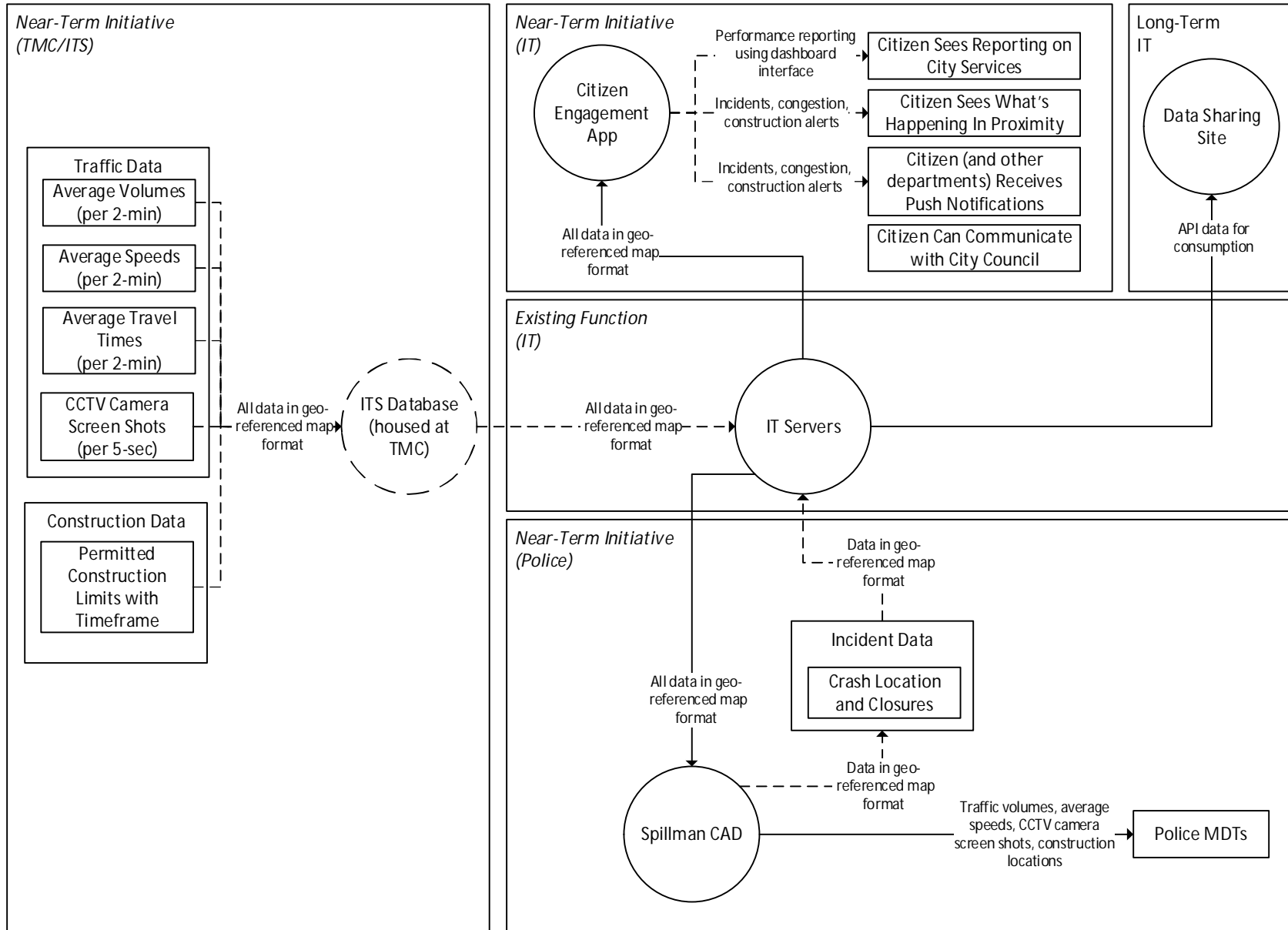


Figure 2: Surprise Data Master Plan Implementation



5 HOW: IMPLEMENTATION CONSIDERATIONS

5.1 Recognizing Growth

The City of Surprise has experienced rapid growth in both development and population and envisions continuing this growth into the future. While growth in the City is a very positive thing for Surprise, the City must make sure that it is accounting for the projected growth as it takes on more projects, expands its infrastructure and services and promises more to the residents and visitors of Surprise. In some cases, the City has already taken steps to acknowledge the resources needed to support growth. An example is for new City facilities; when the construction of a new facility is proposed in the CIP, departments are required to calculate and provide the operations and maintenance costs (O&M) of that facility after it is constructed to show that it has the staff and resources to run and maintain the facility. If the O&M cost requirements cannot be proven, then the facility will not be included in the CIP in that year.

To date, there has not been clear recognition of the staff time and costs associated with traffic signal and ITS projects as part of the project development and budgeting process, and the inventory of traffic signals in the City has been steadily increasing without a corresponding increase in staff to operate and maintain them. This has created a situation where the TMC/ITS group is significantly understaffed for both operations and maintenance of the traffic signal and ITS network. Table 5 in Technical Memo #5 and #6 – TSMO and Funding Sources, identifies a current shortage of 2 maintenance staff and 1 operations staff in the City based on the number of traffic signals and ITS devices currently deployed. Additionally, Table 1 provides comparison of the City of Surprise ITS Staffing to that of other partner agencies in the region. The City of Peoria is the best direct comparison to the size and demographics of Surprise. The City of Glendale is included because, although they are much larger in size and population, their transportation and ITS departments are very special event-driven, which is the likely future of the Surprise transportation department, as the City is looking to become a center for special events, starting with the current Spring Training events, the 4th of July event, and events related to the newly established Ottawa University.

Table 1: Staffing Comparison Between Surprise and Partner Agencies

City	# of ITS Operations Staff	# of ITS/Signal Maintenance Staff	# of Traffic Signals / # of ITS equipment*	Operations staff per device/ Maintenance staff per device
City of Surprise	1	2**	51 / 362	1 : 413 / 1 : 206.5
City of Peoria	2	5	118 / 430	1 : 274 / 1 : 109.5
City of Glendale	3	7	202 / 557	1 : 253 / 1 : 108.5

*ITS equipment includes: vehicle detection devices, emergency vehicle preemption devices, CCTV cameras, DMS, ARID devices, miles of fiber and wireless radios.

**Maintenance staff in Surprise are responsible for maintenance of traffic signals, EVP and vehicle detectors, but do not have a role in fiber maintenance.

Understanding there is an existing staffing shortage, adding additional ITS infrastructure and functionalities that are desired by the City within this Plan will only exacerbate the staffing challenges unless a process is put in place to identify and account for staffing needs for the ITS Program.



To address this challenge, it is recommended that a process be put in place during the capital project programming process for traffic signals or other ITS communications projects that forces consideration of the staff time required to operate and maintain the new infrastructure in addition to the existing infrastructure.

The final growth-related implementation consideration to note is related to the current City initiative to establish a transportation impact fee for developments. Currently, the City has development standards for traffic signals and ITS as well as traffic study requirements and traffic signal warrant standards, but does not collect impact fees to cover costs borne by the City to provide adequate transportation facilities to service the development. Costs that should be considered for inclusion in the transportation impact fee include:

- Cost of future fiber and wireless communications.
- Cost of future ITS devices on traffic signals, including CCTV, ARID devices, detection equipment and emergency vehicle preemption devices.
- Cost of traffic signal controllers.

5.2 Outreach

The successful implementation of strategies within the ITS Strategic Plan will require the participation and buy-in from a variety of stakeholders both internal to and external to the City of Surprise. The roles and responsibilities of internal City departments for implementing strategies was described in detail in Section 3, but additional outreach to City staff as well as outreach to policy makers/decision makers as well as the public will be critical for the successful growth and development of the Surprise ITS Program.

5.2.1 Continuing Relationships and Coordination Between City Departments

One of the key purposes of this ITS Strategic Plan is to bring awareness to the ITS Program and the functionalities and benefits that it can provide other City Departments and the public. During this study, stakeholder meetings and workshops were conducted which helped introduce City staff to ITS and gather input on how the system could benefit other departments outside of the ITS and traffic group. From those meetings alone, many strategies were identified by different City departments realizing how it could be mutually beneficial to coordinate and cooperate to establish a comprehensive and centralized ITS system.

Given the initial success that arose from introducing City staff to ITS and its capabilities, the relationships and coordination that has been established as part of this ITS Strategic Plan effort should be continued and strengthened, and there should be efforts to increase the number of City staff who know about the ITS Program.

To continue the momentum around ITS that has been generated and to continue relationships that have been established around the ITS Strategic Plan, the conversation around ITS and the ITS strategies needs to be continued. Given the already busy schedules of City staff, it is recommended that ITS become an agenda item during an already established meeting as opposed to creating a new set of meetings for ITS. It was suggested that an ITS agenda item be added to the monthly Traffic Engineering meeting and attendance at this meeting be extended to staff in other departments who are leading ITS strategies. Initially, as implementation of the ITS Plan is in its infancy, it may be good to have monthly meetings; as the ITS Program becomes more established and more integrated into the day-to-day operations of the City, meetings may occur less frequently, such as on a quarterly basis.

Additionally, it may be useful to some City staff to attend ITS-related meetings and workshops that occur throughout the region. The City of Surprise already has representation at the MAG ITS Committee, the AZTech Strategic Steering Committee, and the AZTech Operations Committee, and this involvement should continue. However, attendance at these meetings by additional City staff who are outside of the ITS group but are involved



with ITS could help increase knowledge and awareness of ITS in the region and its capabilities and could result in additional innovation around ITS to support the City.

Outreach to additional staff who have not been involved in the ITS Strategic Plan process can take two forms. First, those staff from each department who have been involved should share their knowledge and involvement with their peers to raise awareness and make sure that there is not just a single person in each department to understand ITS and the ITS Plan. Second, the City should make consistent information available to staff about the ITS functions or data that can be most useful to them, where and how they could contribute to the system, and who they can contact for information or questions. One way that this could be accomplished is by creating a one-page flyer or dashboard that summarizes important information on the ITS Program activities and impacts for city management. It should also include contact information for key individuals who could help answer questions or help in coordinating ITS related projects.

5.2.2 Outreach to Elected Officials and the Public

In addition to internal outreach and engagement related to the ITS Program and specific strategies in this ITS Strategic Plan, there is also an external City outreach component that is critical for the success of many of the ITS strategies. A key example is the citizen engagement app, which will be the cornerstone for data and information sharing related to roadway conditions, incidents, construction information and City performance reporting.

A comprehensive outreach program in support of implementation of ITS Strategies and to get the word out about the ITS Program in general will require involvement from multiple departments at the City, as different departments have different audiences and varying levels of influence. For example, the Police department already has active twitter and Facebook accounts that are used daily and have foundations of followers; this can be leveraged to provide public outreach on ITS projects to make ITS more visible and tangible. The Public Safety voice also tends to resonate more than others, making that stakeholder group an important partner in terms of outreach to elected officials in support of ITS investments. Public relations staff will also be an important player, as public outreach is their primary focus and they can help provide a consistent message throughout the City.

The Citizen Engagement App that is being developed by the IT Department and that is a key strategy for the ITS Plan can play an important outreach roll for the ITS Program as well as the City in general. The app will have a 'dashboard' functionality that will allow the public and elected officials to see and follow the City's performance on certain measures that are reported. This dashboard can be used to show the benefits and value of ITS investments by reporting on measures like money saved, time saved, or increases in safety/reduction in crashes. The Citizen Engagement App will also help create communication between the City and the Public, such as providing a mechanism for public users to notify the City of concerns or issues they encounter with City infrastructure or systems (ex: signal timing, potholes, etc.).

With the Citizen Engagement App playing a critical role for public outreach, there will need to be an outreach effort to get public users in the City of Surprise to download and use the app. This outreach should be a comprehensive effort that includes outreach via multiple media by all City departments.

Beyond outreach for the Engagement App, the City may want to undertake outreach for ITS projects that are implemented. Public outreach strategies that will support ITS project outreach include smart branding, focusing on users rather than technology, and communications methods. Examples of strategies in each category are provided below:

Smart Branding

- Create a title or phrase that would help travelers recognize technology and Surprise as a 'smart' City;
- Consider a logo or style to use in outreach.



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Focus on users rather than technology:

- Television and radio commercial providing education on a new ITS investment produced for local media outlets that focuses on the driver experience and explains why this technology is needed and how it will improve drivers lives – television version could show corridor flyover;
- YouTube video to describe the use of ITS and give examples of situations ITS it can be used.

Communication methods:

- Use of the City website and future Citizen Engagement App.
- Pamphlet/brochures;
- Photo updates on Flickr, Twitter, or Facebook showing the features of the program;
- Ongoing blog for updates.



6 PROCESS TO UPDATE THE ITS STRATEGIC PLAN

The Surprise ITS Strategic Plan is a dynamic plan that focuses on documenting current and future ITS infrastructure and strategies as well as relationships with other departments and other agencies. To stay relevant amid constantly changing needs and evolving technologies, this Plan and the associated tools should be revisited and reviewed periodically. As projects are implemented or expanded, agency priorities change, or other changes occur that impact ITS in the City, changes should be documented through an update to the ITS Strategic Plan.

It is anticipated that the TMC/ITS group will have primary management responsibility for the ITS Strategic Plan document and associated tools.

6.1 Plan Components to Update

- GIS Maps – Establishing a GIS Liaison for the Surprise ITS Program should facilitate the real-time updating and expansion of the City's GIS data and overall program. All ITS data, including as-builts, should be aggregated in a centralized location and should be updated as infrastructure and data becomes available. For the ITS Plan, locations of traffic signals, communications infrastructure and other ITS devices that were identified in the Plan should be kept up to date and accessible by City departments and external agencies who request it.
- Priority Strategies – A list of priority strategies are provided in this Plan, but new, revised, or updated strategies based on the success of strategy implementation should be documented and the next steps for strategy implementation should be identified.
- ITS Cost Estimator – This tool, which is provided in Appendix A, is subject to the construction industry conditions year-to-year and should be updated as bids are received on ITS projects or as updated knowledge becomes available.
- Additional Materials – The executive summary, final presentation slides, and additional materials developed to support the ITS Plan and Program development may need to be updated depending on how much the Plan is updated year-to-year.

6.2 Reason to Revisit ITS Recommended Strategies

- Changes in Regional Needs – The City ITS Strategic Plan was created to support transportation planning in addressing City and significant partnering opportunities that meet regional needs. Over time these needs can change, and the corresponding aspects of the City ITS strategy implementation focus or efforts may need to be reconsidered.
- New Stakeholders – New stakeholders (internal City departments, partnering agencies, or public groups such as HOAs or private sector builders) become involved in the implementation or use of a new ITS technology or system. The City's ITS plan should then be updated to reflect their role, involvement, or lead in the ITS strategies.
- Changes in Project Phasing – Due to funding constraints, or other considerations, the planned strategy phasing may change. Delaying a strategy's implementation may have a ripple effect on other strategies that depend on it. Raising the priority for a strategy's implementation may impact other strategies that are related to it.



6.3 When to Update the ITS Plan

Table 2 is the proposed frequency of updates for specific components in the ITS Plan.

Table 2: Proposed Frequency of ITS Plan Updates

Annual Timeframe	Dependency	Update
Early March	Following the inclusion of projects from the current plan into the MAG TIP	Review strategies and prioritization recommendations for updates needed based on recent projects included into MAG TIP
June/July	Following adoption of CIP (when implemented) and City budget	Update ITS Plan document and tools
Early August	In advance of MAG TIP and City CIP program request for projects	Review ITS Recommended and Priority Strategies for potential CIP/TIP projects and links to other departments/agencies to leverage the request for funding



APPENDIX A – ITS COST ESTIMATOR