

**PARSONS  
BRINCKERHOFF**

# YUMA COUNTY RAIL CORRIDOR STUDY



## Final Work Plan

Prepared By:

**PARSONS  
BRINCKERHOFF**

In Association with:

Core Engineering Group, PLLC

KDA Creative

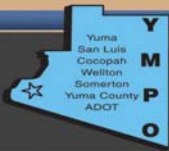
F. Zuniga, Inc.

Prepared for:

**YUMA METROPOLITAN PLANNING ORGANIZATION**

January 2012

**PARSONS  
BRINCKERHOFF**



**PARSONS  
BRINCKERHOFF**

## YUMA COUNTY RAIL CORRIDOR STUDY



### Management Team

Yuma Metropolitan Planning Organization  
502 S. Orange Avenue  
Yuma, Arizona 85364

Charlene FitzGerald  
Executive Director  
Email: [cfitzgerald@ympo.org](mailto:cfitzgerald@ympo.org)  
Telephone: (928) 783-8911

### Project Consultant Team

Parsons Brinckerhoff  
350 West Washington Street, Ste 300  
Tempe, Arizona 85281  
Doug LaMont  
Email: [lamont@pbworld.com](mailto:lamont@pbworld.com)  
Telephone: (480) 921-6896

Core Engineering Group, PLLC  
200 East 16<sup>th</sup> Street, Ste 150  
Yuma, Arizona 85364  
Doug Nicholls  
Email: [dnicholls@core-e-g.com](mailto:dnicholls@core-e-g.com)  
Telephone: (928) 344-5931

KDA Creative  
4545 E. Shea Boulevard, Ste 210  
Phoenix, Arizona 85028  
Kristin Bornstein  
Email: [kristin@kdacreative.com](mailto:kristin@kdacreative.com)  
Telephone: (602) 368-9644

F. Zuniga, Inc.  
6110 Bob Bullock Loop  
Laredo, Texas 78041  
Fredrico (Kiko) Zuniga  
Email: [kzuniga@fzuniga.com](mailto:kzuniga@fzuniga.com)  
Telephone: (956) 722-0745

## Table of Contents

	<u>Page</u>
<b>1.0 INTRODUCTION .....</b>	<b>1</b>
1.1 Study Purpose .....	1
1.2 Objectives.....	1
1.3 Study Area.....	1
1.4 Technical Advisory Committee .....	3
<b>2.0 PUBLIC INVOLVEMENT PLAN .....</b>	<b>3</b>
<b>3.0 PROJECT SCHEDULE .....</b>	<b>3</b>
<b>4.0 STAFFING PLAN.....</b>	<b>5</b>
<b>5.0 PROJECT WORK TASKS .....</b>	<b>6</b>
5.1 Task 1 Work Plan.....	6
5.2 Task 2 Public Involvement Plan.....	6
5.3 Task 3 Existing and Future Conditions .....	7
5.4 Task 4 Feasibility Assessment and Alternative Analysis .....	8
5.5 Task 5 Economic Analysis.....	9
5.6 Task 6 Final Report and Executive Summary .....	10

### List of Figures

Figure 1 Project Features Map.....	2
Figure 2 Project Schedule .....	4
Figure 3 Organization Plan.....	5

#### APPENDIX A – Public Involvement Plan



## 1.0 INTRODUCTION

The purpose of the study is to examine freight and multimodal logistic opportunities for the Yuma Region.

### 1.1 Study Purpose

This project's overall purpose is to evaluate if there is interest and supporting economic benefit for a rail and commodity logistics center in the Yuma Region. This study coincides with the recent momentum generated from discussions of a deep sea port at Punta Colonet, Baja California and will include an evaluation on two fronts:

- Long-term opportunities of a major rail line with an inland port option
- Short-term opportunities to identify economic drivers that could sustain short-rail options with expansion capabilities in the future

### 1.2 Objectives

The objectives of the study are to recommend a feasible rail corridor, and to identify opportunities for freight-related economic development and increased mobility and access for freight movements throughout the study area. In meeting these objectives the following will be completed:

1. Locate desirable potential border crossings that accommodate anticipated commodity flows through Yuma County from Mexico and other freight interests.
2. Identify a preferred multimodal corridor that connects Mexico and Yuma County, creating a seamless freight network to promote economic development.
3. Develop a commodity flow summary, based on recent studies, which will identify existing and future freight movements by commodity, origin, destination, mode, volume and value from southern California and northern Mexico ports.
4. Investigate funding sources and develop a funding analysis and financing plan for short-term and long-term improvements.
5. Conduct stakeholder consultation and public involvement activities to inform stakeholders and solicit input.

### 1.3 Study Area

The study area encompasses the regions surrounding Yuma County shown on Figure 1.



## 1.4 Technical Advisory Committee

A Technical Advisory Committee (TAC) will be established to participate in the study process. TAC members will be selected in coordination with the Yuma Metropolitan Planning Organization (YMPO) Project Manager. It is anticipated that the following agencies will be represented on the TAC.

- ADOT Multimodal Planning
- ADOT Utilities and Railroad
- Bard Date Company
- City of Yuma
- City of San Luis
- City of Somerton
- Customs and Border Protection
- Marine Air Corps Station (MCAS)
- Greater Yuma Economic Development Corporation
- Greater Yuma Port Authority
- Quechan Indian Tribe
- Cocopah Indian Tribe
- General Services Administration (GSA)
- Federal Highway Administration (FHWA)
- Secretaria de Infraestructura y Desarrollo Urbano Del Estado (SUIDR)
- Secretaria de Comunicaciones y Transportes (SCT)
- San Luis Rio Colorado (SLRC) Mexico
- Southwest Gas
- Town of Wellton
- Yuma Metropolitan Planning Organization (YMPO)
- Yuma County
- Yuma Fresh Vegetable Association

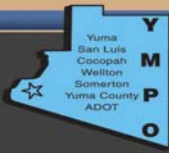
TAC meetings will be held at key milestones and decision points during the study as identified on the project schedule. The purpose of the meetings will be to communicate study progress, solicit input, and present study documents for review and comment.

## 2.0 PUBLIC INVOLVEMENT PLAN

The Public Involvement Plan is included in Appendix A.

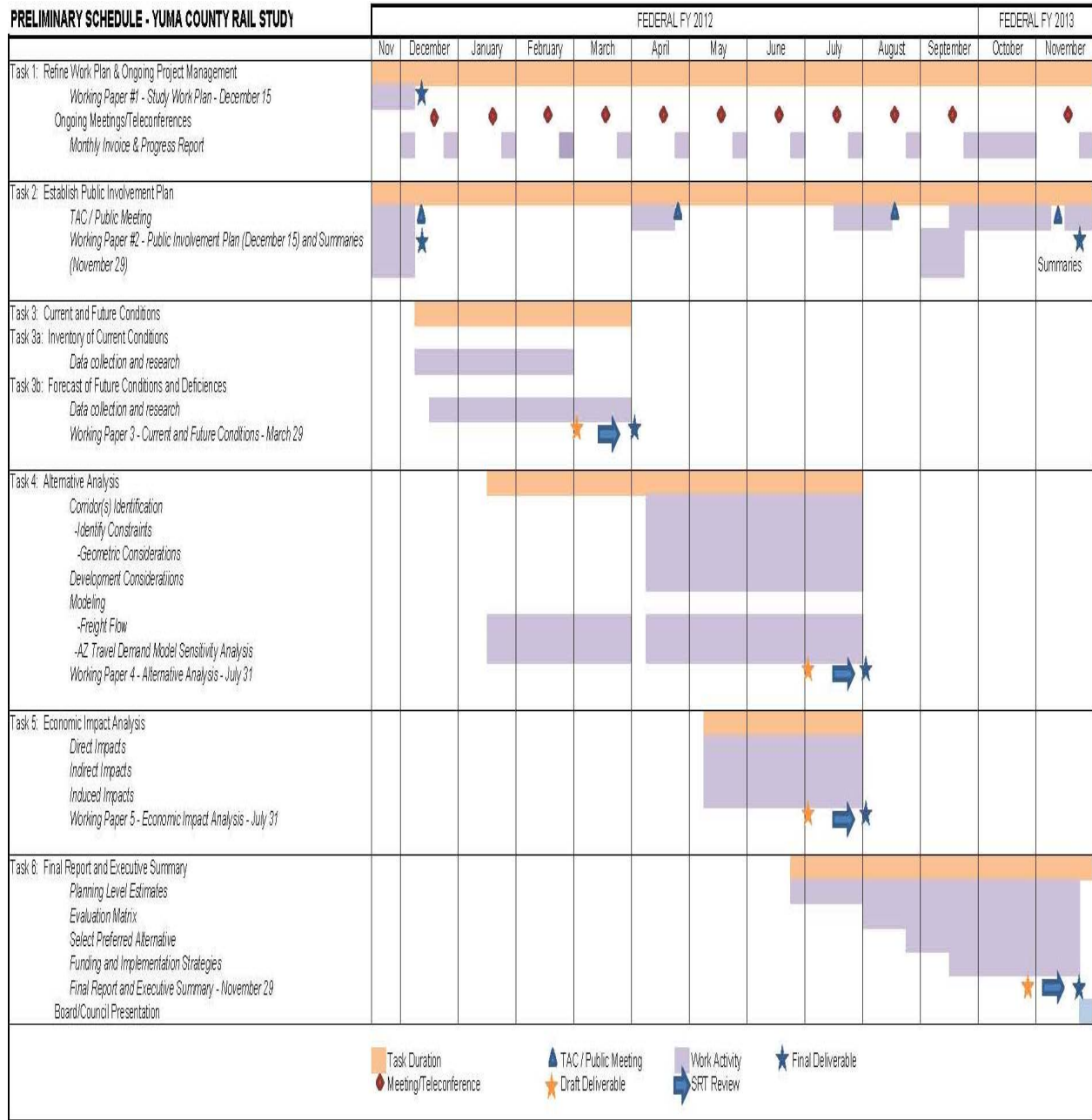
## 3.0 PROJECT SCHEDULE

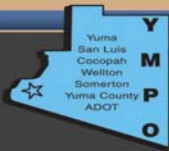
The project schedule is anticipated to be completed within a 12-month timeframe, and is presented in Figure 2.



**Figure 2 - Project Schedule**

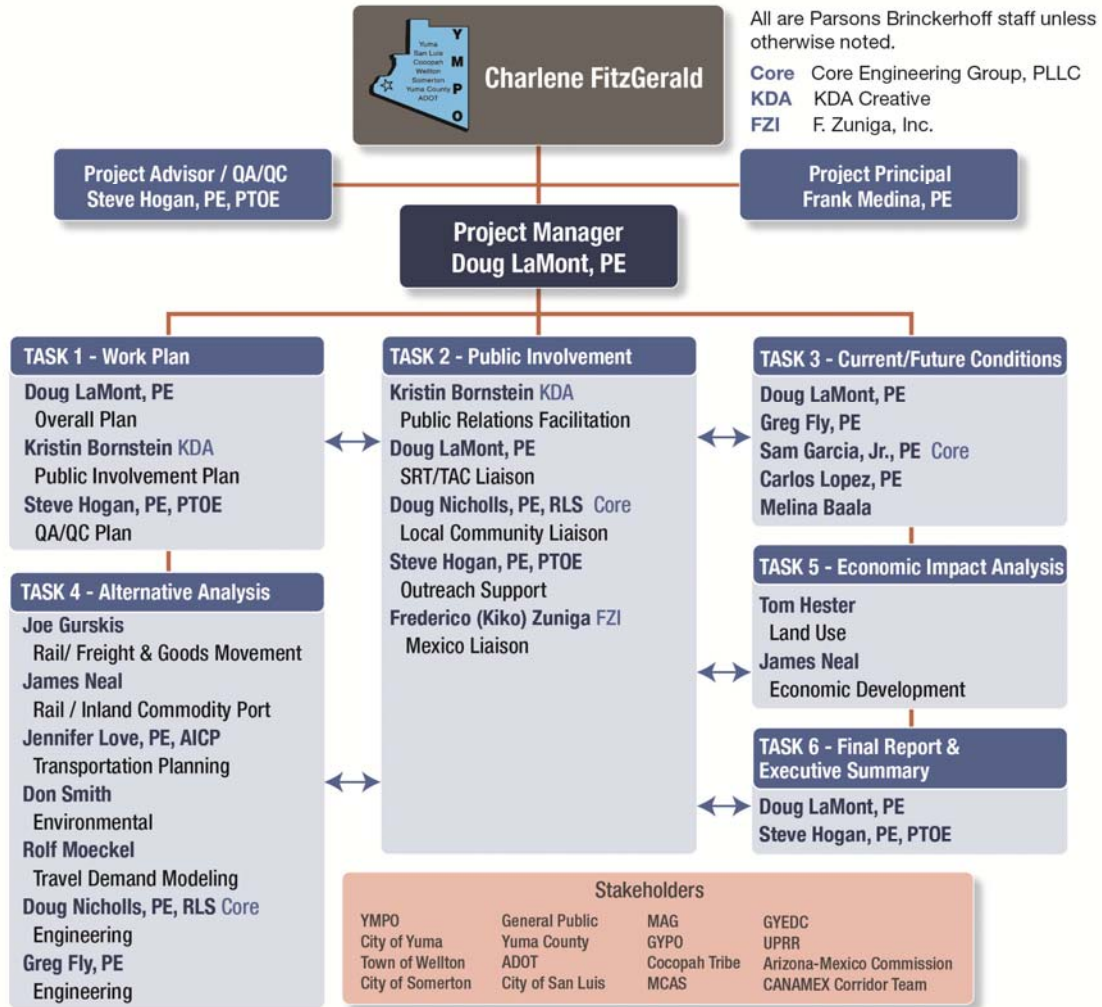
**PRELIMINARY SCHEDULE - YUMA COUNTY RAIL STUDY**





**4.0 STAFFING PLAN**

**Figure 3 - Organization Chart**



## 5.0 PROJECT WORK TASKS

The Scope of Work for this project includes six tasks.

- Task 1: Work Plan
- Task 2: Public Involvement Plan
- Task 3: Current and Future Conditions
- Task 4: Alternative Analysis
- Task 5: Economic Analysis
- Task 6: Final Report and Executive Summary

### 5.1 Task 1 Work Plan

**Objective:** Develop a mutual understanding of the interest/need for long-term and short-term economic development opportunities associated with rail.

#### Work Activities

- Schedule, prepare for and attend a kick-off meeting with the YMPO project manager and TAC members. Prepare a meeting summary.
- Identify a potential multimodal freight corridor connecting Sonora Mexico and Yuma County
- Identify a border rail crossing location that accommodates:
  - Short-term improvements
  - Long-term improvements
- Review and analyze commodity flow summaries from the following documents to identify potential market opportunities:
  - MAG Freight Transportation Framework Study
  - Arizona Multimodal Logistics Complex Analysis
- Investigate funding sources and opportunities for short-term and long-term improvements
- Consult with TAC to oversee the project development
- Provide a comprehensive public involvement plan

#### Task 1 Deliverables

- Work Plan (Study Area, Scope of Work, Staffing Plan, Project Schedule and Work Plan (including meeting summaries)).
- Quality assurance plan for deliverables
- Public and Working Group participation process, including the identification of TAC members

### 5.2 Task 2 Public Involvement Plan

The Public Involvement Plan is included in Appendix A.

### 5.3 Task 3 Existing and Future Conditions

**Objective:** Identify and fully comprehend the major commodity flows in the Yuma region. The research and inventory will include data from secondary and primary sources. The future conditions research will assess the viability of a major rail system as well as a short line rail that could be expanded to a major rail line in the future.

#### Work Activities for Existing Conditions

- Coordinate with the ongoing MAG Freight Transportation Framework Study to obtain and summarize commodity flows, and existing freight movements by mode, volume and value
- Coordinate with Arizona Multimodal Logistics Complex Analysis Study results to understand how a multimodal Logistics Complex could benefit the Yuma area under the scenario that a future deep sea port at Punta Colonet is constructed
- Coordinate with the Arizona Rail Plan to understand previously documented rail alignment
- Coordinate with the UPRR and Ferromex railroads to obtain plans and GIS files for overlay on an existing conditions map
- Obtain and review recently completed and on-going transportation studies and General Plan updates to document compatibility with this study
- Conduct interviews with important TAC members to obtain an understanding of stakeholder perspectives
- Create an existing conditions map in GIS format
- Identify available information from Mexico through TAC members from the SCT, SUIDR and SLRC
- Obtain the results of the University of Texas Institute Study on commodity flow results
- Obtain the results of the University of Arizona economic analysis study

#### Work Activities for Future Conditions

- Coordinate and obtain Rail and Freight Forecasts from both the UPRR and Ferromex railroad
- Contact strategically identified big box stores to identify their business plan needs if Punta Colonet were to be constructed
- Assess the viability of a major rail system with and without the development of Punta Colonet
- Assess the viability of a minor rail system from the Port of Guaymas
- Identify drivers of rail system demand involving:
  - Key performance parameters
  - Network capacities
  - Economic factors
  - Technical and regulatory factors
  - Potential big box customers
  - Potential export opportunities (e.g., grain, mining, etc.)
  - Short line rail opportunities to and from the Port of Guaymas
  - Short line rail opportunities to and from Mexicali

### Task 3 Deliverables

- Data Collection Plan
- Inventory and GIS mapping of regional freight infrastructure, including freeway truck volume and congestion; freight rail volume and congestion; air freight inventory; and intermodal facilities with transfer capacity where available
- Conduct meetings and make presentations TAC
- Documentation of all data in a technical memorandum

### 5.4 Task 4 Feasibility Assessment and Alternative Analysis

**Objective:** Define potential rail route corridors, establish evaluation criteria, and conduct an alternative analysis which includes an environmental overview, corridor evaluation, rail operations, multimodal logistics center operations, and port of entry requirements.

#### Work Activities for Feasibility Assessment and Alternative Analysis

- Alternative Route Location Identification and Definition
  - Identify potential corridors and border crossing locations with and without the development of Punta Colonet
  - Identify an area of land for a switching yard capable of handling commodity flows from Punta Colonet and a multimodal redistribution/warehouse center
  - Identify the type of rail line
- Establish Evaluation Criteria
- Perform an Alternative Analysis (including the no build option)
- Identify Constraints:
  - MCAS
    - Protect the Joint Strike Fighter Boundary
    - Protect the Barry Goldwater Range
  - Mexico and California Borders
  - Land Use
    - Protect the pristine Yuma Mesa and Valley area
    - Airport
  - Development Considerations:
    - Potential locations for a Multimodal Redistribution/Warehousing Center
    - Compatibility with footprints of other planned facilities
    - Foreign Trade Zones
    - Agriculture Concerns
    - Border Security
    - Environmental
    - Evaluation Criteria
    - Federal Railroad Administration (FRA) – Train brake inspections and other safety related items
    - Size of footprint for rail infrastructure
    - Size of footprint for rail switching yard
    - Existing General Plans from local jurisdictions



- Preferred Corridor
  - Includes the No Build option

#### **Task 4 Deliverables**

Task 4 will produce an “Alternative Analysis Report” inclusive of the topics below. These work items will be prepared separately and submitted to the partner agencies as technical memoranda. Upon review, revision and acceptance, the individual memoranda will form an “Alternative Analysis Report” with the following chapters:

- Alternative Route Identification and Definition
- Evaluation Criteria
- Alternative Analysis
- Preferred Corridor
- Project briefing with the TAC

### **5.5 Task 5 Economic Analysis**

**Objective:** Provide an economic evaluation to determine rail benefit.

- Scenario #1: Determine the economic development potential associated with a deep sea port at Punta Colonet with:
  - freight rail switching yard
  - redistribution/warehousing center
  - Adding value to products coming from Mexico to the US
  - Border Security Station
- Scenario #2: Determine the economic development potential associated with short line rail with expansion at the port of Guaymas (e.g., no deep sea port at Punta Colonet)
  - freight rail switching yard
  - redistribution/warehousing center/Industrial Park
  - Adding value to products coming from Mexico to the US
  - Border Security Station
- Evaluate potential land catalyst locations
- Understand and blend catalyst locations with existing land use plans
- Identify funding opportunities
- Determine the proposed economic benefits associated with long-term and short-term implementation strategies
- Understand the economic opportunities before going to the community with rail alignments

#### **Task 5 Deliverable**

Task 5 will produce an “Economic Analysis Report” that will identify economic benefits based upon the two scenarios listed above including the identification of current and future funding sources.



## 5.6 Task 6 Final Report and Executive Summary

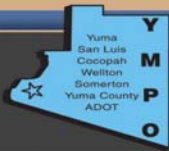
**Objective:** To create a series of public documents that YMPO can utilize to move forward with implementation strategies. Task 6 will document the work and findings of the Yuma County Rail Corridor Study, including analysis from Task 3 and recommendations from Tasks 4 and 5.

The full report will cover the following topics:

- A brief history of freight and transportation development in the Yuma area
- Summary of the project scope and goals
- The Yuma County Rail Corridor Improvement Recommendations and an Implementation Plan
- Executive Summary Poster (e.g., condensed version of the executive summary) will be prepared that can easily be reproduced for distribution at meetings with businesses, for the media, at civic institution, and for stakeholder groups. The Executive Summary Poster will contain:
- A “condensed” version of the executive summary in a poster format written in a highly readable manner
- Key regional freight facts such as commodity flows, tonnage and value
- Exceptional findings
- Deficiencies and their impacts on freight flow and the regional economy
- Key recommendations for improving freight flow in the region

### Task 6 Deliverables

- Yuma County Rail Study Final Report with Executive Summary (20 bound copies, one electronic file)
- Stand-alone Executive Summary (20 bound copies, one electronic file)
- Executive Summary Poster (200 printed copies, one electronic file)
- 20 DVDs containing the final report, executive summary and executive summary poster
- Project briefings with the SRT and the TAC
- Public Involvement Summary
- Presentation to the YMPO Executive Board



**PARSONS  
BRINCKERHOFF**

**YUMA COUNTY RAIL CORRIDOR STUDY**



## APPENDIX A

# Public Involvement Plan



## APPENDIX A

### Stakeholder and Public Involvement Plan January 2012

The Yuma County Rail Corridor Study will identify freight rail-related economic development opportunities for the Yuma Region, whose geographic proximity to ports in Southern California and Western Mexico, existing freight rail presence, robust transportation network, agricultural productivity and export, and availability of land make it a strong candidate as a value-added proposition to the freight movement industry. The Yuma Metropolitan Planning Organization (YMPO) partners believe that economic development opportunities exist for the region, and area residents and businesses are supportive of job creation and economic growth.

The study kicked off in December 2011 and will last 12 months. YMPO is leading the study, and the study activities and products will be monitored by a Technical Advisory Committee (TAC) consisting of members from YMPO member organizations. The TAC is described in Section 1.4 and TAC meetings are shown on Figure 2 of the Work Plan.

#### **Public Involvement Plan Goal--TRANSPARENCY**

Due to historical adversity surrounding rail projects in the region there is trust that needs to be built with stakeholders and the community. To that end, the primary goal of stakeholder and public involvement is **TRANSPARENCY**.

**TRANSPARENCY** in this study will help unite cities, counties, transportation authorities, freight entities, and businesses in their efforts to protect, maximize, and expand commerce and economic vitality. The project study team will identify and develop freight-related economic development opportunities as well as opportunities for increased mobility and access for freight movements throughout the Yuma Region. Recommendations may include infrastructure improvements, policy changes, or legislative changes.

#### **Public Involvement Plan Objectives**

The following objectives provide more detail on how YMPO, with the support of the study team and TAC, will achieve the goal of **TRANSPARENCY**:

1. Communication and interaction with the TAC, stakeholders, and the public
2. Interaction and responsiveness leading to stakeholder consensus on the rail line corridor and the process used to arrive at the recommendation
3. Integration of community views, issues, concerns, and ideas into the final recommendation

#### **Important Considerations (Input from TAC)**

At the project kickoff meeting that occurred on December 21, 2011, the TAC provided the following important considerations that are driving the development of this Plan:



- The community is not anti-rail
- The community wants to be involved
- There needs to be education on the relationship between rail and agriculture
- It is important that this project help build relationships among stakeholders. Strong partnerships and a shared vision can help undergird community leadership, whose support and direction will be essential for the implementation of ideas.
- The study team should ask stakeholders and the public: "What does this study need to do for you today?"
- The way to secure community consideration for rail-related projects is to focus first on jobs and the economy; only then should we entertain lines on a map
- The study team needs to get out to the public early and often
- The open house format is suggested as the best way to reach people

Specific activities related to each of the three **Objectives** are included in the paragraphs that follow. The **Important Considerations** are woven throughout the descriptions as well.

## **Objective 1: Communication and Interaction with the TAC, Stakeholders, and the Public**

### **Communication**

The study team will coordinate closely with YMPO to ensure that the right messages are delivered to stakeholders and the public at the right times, mostly regarding information on public involvement events (described under Objective 2 below). Specific messages that need to be developed and reinforced per the TAC at the December 2011 kickoff meeting are as follows:

- There needs to be education on the relationship between rail and agriculture
- The way to secure community consideration for rail-related projects is to focus first on jobs and the economy; only then should we entertain lines on a map

*Media*—The YMPO Project Manager will be the primary point of contact for all media interaction, and will direct the team as needed to provide support (e.g., information, graphics). There has been newspaper coverage of the study as early as December 2011, indicating a community interest, which presents a significant opportunity for the team. YMPO will lead efforts to coordinate with the Yuma Daily Sun to provide information about the study regularly. The study team will check in monthly with the YMPO Project Manager to track coverage and look for opportunities where information can be proactively shared.

*Public Involvement Event Publicity*—Notices of public involvement events will be issued by YMPO via existing communication channels, including media and email.

*Presentations to Community Organizations*—YMPO may receive requests for presentations on the study due to an apparent high level of community interest. The study team will assist YMPO as needed to fulfill such requests should they arise.



## Interaction

The best way for the study team to ensure that community values, ideas, and opinions are fully integrated into the study recommendations is to have an opportunity to interact with people. Plans for public interaction are detailed below under Objective 2.

### **Objective 2: Interaction and Responsiveness Leading to Stakeholder Consensus on Rail Line Corridor And Process Used to Arrive at the Recommendation**

As the TAC stated, the study team “Need(s) to get out to public early and often” to build trust and build support for the study recommendations. The TAC also suggested an open house format to maximize productive one-on-one interaction. Public open houses will be scheduled as all-day events to maximize convenience for the community. Study team members and YMPO staff will be available throughout the day to meet one on one with stakeholders and the public, provide information about study progress to date, and hear their views.

A comment form will be provided at all open houses to gather as much written information as possible. The YMPO website will act as a repository of project information. To the extent possible, information provided at the open houses will be available online as well, with opportunity for the public to provide comments online if they are unable to visit the open house. Open houses will be scheduled in conjunction with four major project milestones, as detailed below.

**Early 2012**—Prior to any technical work being done, YMPO and the study team will have open-ended conversations about economic development related to freight movement in the region. People’s comments will be captured in writing on comment forms and flip charts. In addition, blank maps of the study area will be provided on which people will be invited to make notes. At this early stage, it also will be important for people to understand the study process and have some level of predictability about when they will see updates on study progress and when they will be invited again to interact with the team.

**Spring 2012**—As the technical team is wrapping up Task 3 (Current and Future Conditions), clear and concise information about the findings will be prepared for stakeholder and public review and comment. Input will be sought on whether the findings are accurate and complete, and dialogue will be encouraged to start people thinking about conclusions that can be drawn from the findings (i.e., What does all of this mean?). A discussion of economic development will occur at all phases. If possible, preliminary information about how freight relates or can relate to economic development should get out to stakeholders and the public no later than this second open house. Any necessary updates will also be provided on the study process, to reinforce a level of predictability about when they will see updates on study progress and when they will be invited again to interact with the team. Finally, participants will be invited to review the results of the preceding open house (“What We Heard From You Last Time”) and provide comments to make sure that the study stays on track with community sentiment.

**Late Summer 2012**—Based on work conducted in the preceding months, the open house in late summer will be the first time that stakeholders and the public will see lines on maps or preliminary



recommendation ideas. The focus of this dialogue will be to review alternatives and gather input so that the list of alternatives can be narrowed. At this point in the study, there also will be information to share on the economic impact analysis, which will greatly enhance the discussion of alternatives. Any necessary updates will also be provided on the study process, to reinforce a level of predictability about when they will see updates on study progress and when they will be invited again to interact with the team. Finally, participants will be invited to review the results of the preceding open house (“What We Heard From You Last Time”) and provide comments to make sure that the study stays on track with community sentiment.

**Late 2012**—The study’s final recommendations will be the topic of the final open house, along with communications designed to build support and momentum for implementation of the study’s recommendations. The study team also will take this opportunity to highlight work to date, particularly in terms of interaction and responsiveness, to further strengthen support for any recommendation(s).

### **Objective 3: Integration of Community Views, Issues, Concerns, and Ideas Into the Final Recommendation**

All TAC meetings, open houses, media coverage, and other interactions with stakeholders and the public will be documented by the study team, and the final report will provide clear indication of how community input has been incorporated into the work and recommendation(s).