

Scope of Work

1: Project Administration and Oversight

This task will provide for effective oversight and management of the study, assuring the resulting products meet the needs of the region and are of uniform high quality.

1.1 **Kick-off Meeting.** A kick-off meeting will be held to clarify the scope, timing of products and meetings, refine the public involvement plan, and provide for clear communication between all parties. This meeting will be the initial meeting with the Transit Technical Advisory Committee, the committee that will provide oversight and guidance for the study.

1.2 **Ongoing Project Management.** The project manager will maintain frequent communication with CYMPO staff and provide written status reports along with each monthly invoice.

Task 2: Service Plan Refinements

In this task a refined service plan for the selected alternative will be developed. It will reflect the choices of each community and logical extensions based on factors such as use of services, demand in unserved areas, population growth, and available financing. While the initial 3-5 years will be the most detailed, this will be carried out to a ten-year time frame to provide a context for making decisions.

2.1 **Review Transit Study.** Review the study completed by Nelson Nygaard and evaluate the recommended plan. The consultant will consider the operational viability of the recommended plan, current community needs, and changed economic condition. The assessment will consider the

2.2 **Service Alternatives.** Identify the options at a conceptual level, including the choices of each community, logical extensions or development of these services, and the timing of service development. Operational options will be identified for Phase I services. Options for extensions will include the enhanced voucher system, dial-a-ride, and start-up fixed route services. The concepts will include a phased service plan reflecting to include the Phase II services and growth based on the public response. In this subtask the consultant will begin taking the choices made and translating them to operational plans. At the conceptual level basic questions of ridership, fares, service days and hours, routing or service area, vehicle requirements, and operational options will be identified. The service alternatives will be documented in a technical report and summarized in a PowerPoint presentation and hand-out so the information can be readily shared among jurisdictions in the region.

2.3 **Review of Conceptual Service Plans.** The conceptual plans will be presented to the TTAC for discussion. When a service plan prepared at a planning level is translated into an operating plan, a variety of issues may come to light, such as timing of procurements, facility needs, and cash flow. This task will provide an opportunity to re-visit the service plan in light of these additional details. Comments from the human service agencies will also be requested on the conceptual service plans and service delivery options as some of these agencies may well be involved in aspects of the service provision.

2.4 **Refined Service Plan.** The conceptual service plan will be refined based on comments received and additional field work. The relationships between the service plan and the

management structure, financial requirements, and service delivery structure will be documented. The refined service plans will include:

- Updated ridership projections based on the operating plan
- Fare structure and estimated fare revenues
- Service days and hours for each route and service component
- Routing for fixed route services; service area for dial-a-ride services
- Vehicle requirements for each type of service
- Support facilities (storage location, fueling site, signage, etc.)
- Operating and administrative budget that addresses all aspects of service provision, including staff and marketing / customer information
- Capital budget that addresses fleet and facilities and includes ongoing replacement of vehicles.

The refined service plan will be presented to the public for additional comments later in the study. It will serve as part of the foundation for the implementation plan.

Task 3: Peer Analysis

In this task we will conduct a peer analysis with a focus on governance, financing, and managerial aspects of providing public transit services.

3.1 **Identify Peers.** Three or more systems that would serve as peers and present the range of governance structures being considered for the CYMPO region will be identified. These may include systems reviewed in the 2007 planning study as well as others to insure the applicable governance structures are reflected. Recommended peers will be identified for CYMPO approval.

3.2 **Conduct Review.** The consultant will contact each peer system and obtain information on governance, financing, management, and staffing. Document the findings in a written report.

Task 4: Service Delivery Options

The consultant will evaluate various options for delivering selected services, taking into consideration the Phase I and Phase II services, identified extension options, and other services provided in the region.

Coordination between public transit services and human service transportation will be considered in this task. The consultant will identify how well each option supports such coordination.

4.1 **Service Delivery Options.** Identify, at a conceptual level, the basic service delivery options that are appropriate for the service plan alternatives and how they would be established in the CYMPO region. Service delivery options to be evaluated include:

- Direct operation by a municipal government with contracts between municipalities to provide services in other jurisdictions.
- Contract operation with either private for-profit or private non-profit entities. This could be with a single contractor in a turn-key operation or with multiple contracts.
- Combination of direct and contracted operations as appropriate for different components of the service plan.

In identifying these options, the consultant will consider:

- Initial and long-term service delivery requirements.
- Expertise that exists today and the need to develop knowledgeable local staff to support ongoing service provision.
- Capital requirements, including fleet, fueling, an operating facility with vehicle storage, communications equipment, fare boxes, and signage.
- Ability of each option to support coordinated services.
- Managerial requirements (defined in task six)
- Financing and legal requirements
- Control of service quality and system assets

The service delivery options will be documented in a technical report and summarized in a PowerPoint presentation and hand-out so the information can be readily shared among jurisdictions in the region.

4.2. **Review of Conceptual Service Delivery Options.** The conceptual options will be presented to the TTAC for discussion. Comments from the human service agencies will also be requested on the conceptual service delivery options as some of these agencies may well be involved in aspects of the service provision. The capacity of the agencies now providing services will be assessed along with their interest in participating in future transit service delivery.

4.3 **Refined Service Options.** The conceptual options will be refined based on comments received and the selection of a recommended service plan. Revisions will provide additional detail for each option, the strengths and weaknesses of each, how well each supports service coordination, and decision-points or considerations for each option. The final service delivery plan will be selected after comments are received from T-TAC members, individual jurisdictions, human service agencies, and the public. The final plan will be dependent on the service plan and will be a foundation of the implementation plan. It will describe the components necessary for implementation, responsibility for each step, and a timeline for carrying out these activities.

Task 5: Governance Structure and Financing Plan

In this task a governance and financing structure will be identified for implementation, oversight, and long-term development of transit services in the region. The governance structure may evolve over time, but our goal is to identify a structure that will:

- Meet the needs of the region for at least ten years, providing a framework for developing services and for the oversight and management control necessary to assure taxpayers receive value for their investment in transit services as well as the information needed to weigh alternative investments.
- Provide a balance between local and regional mobility needs. Adequate local control will be needed over funding and services provided by localities while all services need to be operated within a framework that addresses common and regional needs.
- Allow for a range of mobility options and for coordinating services with human service agency transportation as appropriate.

- Provide for both financial stability and enable the region to leverage available federal resources effectively to improve community mobility.

5.1 **Governance Options.** Identify the governance and related financial alternatives appropriate for the service plan alternatives. This task will identify how each would be established in the CYMPO region. In identifying these options, the consultant will consider:

- Initial and long-term transit and mobility services requirements and the ability of the structure to expand to meet future needs.
- Expertise that exists today and the need to develop knowledgeable local staff to support ongoing service provision.
- Managerial requirements (defined in task six)
- Financing and legal requirements
- Control of service quality and system assets

5.2 **Selection of Governance Structure.** The consultant team will review the governance options with TTAC and work with local jurisdiction to select the desired governance structure.

5.3 **Financial Plan.** A financial plan will be prepared to identify the overall methods of financing the transit services and address issues such as cash flow and provision for capital equipment. This sub-task will address the realities of the economic situation, the vagaries of LTAF II funding, schedule of when federal funds will lapse and transfer opportunities. It will present options for addressing each of these issues that can be considered when making decisions on governance and service plans. Financial information will be prepared for each alternative and a final financial plan will be prepared as part of the Implementation Plan (task 9).

5.4 **Documentation and Implementation Activities.** The consultant will document the initial governance and financing options in a technical report and PowerPoint presentation. The selected alternative will be refined and documentation will identify the steps necessary to implement the structure, and provide any documents requested (i.e. draft or sample bylaws). The financing plan will be refined as part of the implementation plan to reflect the choices made for the service plan, service delivery, and governance structure.

Task 6: Management of Transit Services

6.1 **Identify Managerial Requirements.** This task will address the requirements for managing transit and mobility services. The team will identify the managerial requirements for the overall program as well as the transit management activities at an operational level. The management options will match the service delivery options. The consultant will also assess the managerial capacity of the existing organizations. It is possible to contract for transit service management or services provided at a municipal level can include some level of managerial expertise. It is important to clarify the level of management services which can be purchased and those that will need to be provided at some level under the various service options.

6.2 **Marketing Plan.** A marketing plan will be presented in outline form to identify what will be needed for customer service (telephone information, web-based information, and schedules), for initiating new public transit service (including branding, vehicle design, route maps, and marketing activities), and for routine service changes. The plan will identify steps and activities and provide guidance on what should be included in various customer service materials.

6.3 Documentation of Task. The findings of this task will be documented in a technical report and presented alongside the service, service delivery, and governance options. Generally the managerial activities will be based on decisions made in tasks 2, 4, and 5. A nominal level of information on managerial aspects will be provided at the conceptual level for tasks 2, 4, and 5 and more detailed information will be provided as these options are refined.

Task 7: FTA Regulatory Requirements and Implementation Activities

Federal Transit Administration funding comes with a regulatory structure that is geared to assuring that services are safe, reliable, accessible, and coordinated. The requirements also provide for public involvement, strong procurement procedures, and non-discrimination.

7.1 Identify Regulatory Requirements. Identify the specific requirements applicable to providing transit services, specifying those that are ongoing and those that must be carried out during the implementation phase. The consultant will provide a summary of requirements to be considered as part of the governance alternatives with information on who would be responsible for assuring the requirements are met under each option. The consultant will also identify the level of managerial effort necessary to assure the transit system meets all federal requirements.

7.2 Grant Application Assistance. The consultant team will assist, based on MPO direction, to complete the FTA application for the funds now available. In the grant application there will be a focus on assuring no funds lapse and that the application covers critical initial implementation activities.

7.3 Documentation of Task Activities. The activities carried out in this task will be documented in the technical reports as part of the assessment of options in tasks 2, 4, and 5. In addition, the implementation plan will include checklists as appropriate of FTA activities that will be carried out as capital equipment is purchased and service is initiated.

Task 8: Public Outreach and Involvement

8.1 Press Releases and Status Reports. Our public outreach activities will include providing press releases at regular intervals and brief status/activity reports suitable for web postings or newsletters. At the kick-off meeting we will determine the format most suitable for existing publications and media and review the timing based on completion of activities. On the first site visit the consultant will also verify options for the Open House and contacts with local media to develop a distribution list.

8.2 Public Outreach. An open house meeting will be held to solicit broad-based comments on the recommended plan for service, service delivery, financing, and implementation. In addition, interested human service agencies and transportation providers will be consulted with at key points in the project (to comment on conceptual and refined plans) in order to get targeted comments from these agencies.

8.3 Documentation. The public outreach activities will be documented in a chapter and/or appendix of the report.

Task 9: Implementation Plan

Once decisions have been made on all key elements, the final implementation plan will integrate all decisions into a plan.

9.1 Implementation Plan. This plan will include service, financial, capital, and marketing components. It will reflect the actions that need to be taken to provide services that meet all safety requirements and to implement the chosen service delivery structure.

Task 10: Final Report

10.1 Draft Final Report. The draft final report will be prepared from the technical reports developed throughout the project. The draft final plan will include service, financial, capital, and marketing components and document the public outreach activities. It will reflect the actions that need to be taken to provide services that meet all safety requirements and to implement the chosen service delivery structure.

The final report will be presented in draft form for review. One round of revisions will be made after all comments are received. Note that any comments or corrections received on technical memorandum will have been incorporated into the draft final document so it is anticipated that revisions will be minimal.

10.2 Final Report. Twenty-five copies of the final report will be prepared. An electronic copy will also be provided to CYMPO.

Other Items

Other aspects of this proposal that are made a part of the contract documents are:

- We will seek the involvement of human service agencies in the development of the service plan and service delivery options. We believe their involvement will strengthen the planning process. Their continued role in providing human services transportation is important to the region. There is a strong core of volunteer drivers and continuation of this will be a key element of providing cost-effective mobility services in the region.
- The budget includes all items in the scope. If it turns out that CYMPO and City of Prescott would prefer to transfer some meetings or other items to their Project Manager, TransitPlus will be flexible and adjust the billed hours accordingly. Any changes will be documented in writing.
- The contingency has been established to provide CYMPO and the City of Prescott with the latitude to respond to project needs. This may include bringing David Sharfarz to Prescott for one trip or other project needs.
- The proposed schedule and budget follow. This schedule may be adjusted as needed to respond to the needs of the project, however the number of trips are what is reflected in the budget. The contingency may be used for additional trips if necessary. The schedule will be refined at the kick-off meeting. It is anticipated that trips will be scheduled either the first or third week of the month.

Proposed Schedule

The chart below illustrates what will be accomplished at and between meetings. A full schedule is also provided in bar chart form on the next page.

Trip and Purpose	Goals	Afterwards
1: Kick-off meetings (staff level & T-TAC); conduct field work and meet with key human service agencies/providers to assess interest and capacity.	<ul style="list-style-type: none"> - Obtain consensus on approach & public outreach activities. - Develop understanding of agency issues - Assess ability of agencies to manage & operate services. 	<ul style="list-style-type: none"> - Prepare conceptual alternatives for service plan refinements and service delivery. Assess financial requirements and issues. - Peer analysis. - Identify basic governance options.
2: Present peer review to and discuss governance issues with T-TAC; Present conceptual alternatives to T-TAC; Additional field work.	<ul style="list-style-type: none"> - Discussion of peer review and governance options, along with identification of additional issues and/or detail required for jurisdictions. - T-TAC determines changes to initial concepts for service plan refinements, and service delivery options. - Discussion of financial issues and impacts on timing, service initiation, fund balance. - Checks on operational items (routing, stops, dispatch, & fleet issues). 	<ul style="list-style-type: none"> - Refine alternatives so they will be ready for public review. - Refine governance options along with advantages and disadvantages of each. - Develop more in-depth financial and management information for alternatives. - Initiate public outreach activities.
3: Present refined alternatives to T-TAC and to human service agencies for evaluation; present governance options to T-TAC for discussion and evaluation	<ul style="list-style-type: none"> - Evaluate refined alternatives with comments from both jurisdictions and agencies that potentially may contract to operate a portion of services. - Discuss management and financing - Evaluate governance options and make recommendations to jurisdictions. 	<ul style="list-style-type: none"> - Additional refinements based on review of all aspects of service plan (services, delivery, management, financing, and governance). - Prepare for public open house on alternatives.
4: Open house meeting on transit alternatives;	<ul style="list-style-type: none"> - Hold public open house to solicit broad-based comments on alternatives. - Understanding human service agency perspective on alternatives and resources they can bring to table. 	<ul style="list-style-type: none"> - Compile comments on alternatives and responses. Incorporate any logical revisions into planning process
5: Recommend alternatives.	<ul style="list-style-type: none"> - T-TAC selects service plan and the service delivery, governance, finance, and management alternatives. - Present alternatives to jurisdictions participating in Phase I services and obtain responses. 	<ul style="list-style-type: none"> - Consultant prepares detailed implementation plan for selected alternatives. - Consultant works with agencies as needed on management activities.
6: Present draft implementation plan.	<ul style="list-style-type: none"> - Present draft implementation plan to T-TAC and to the human service agencies for comments. 	<ul style="list-style-type: none"> - Refine implementation plan and prepare final report.
7: Final implementation plan and draft final report	<ul style="list-style-type: none"> - T-TAC discussion and review 	<ul style="list-style-type: none"> - Final report prepared.

TransitPlus CYMPO Transit System PROPOSED PROJECT BUDGET

		TRANSIT PLUS				Nelson/Nygaard				
Task	Task Name	Billing Rate:	Suzanne O'Neill, Principal	Cady Dawson, Transit Planner II	Emily Jackson, Transit Planner I	Kay Kuhn, Admin. Assistant	Paul Lutey	David Sharfarz	Total	Task
			\$120.00	\$90.00	\$72.00	\$60.00	\$110.00	\$130.00		
1.0	Study Guidance and Oversight									
1.1	Kick-off Meeting		24	24					\$ 5,040	\$ 6,480
1.2	Monthly Progress Reports		8	0		8			\$ 1,440	
2.0	Service Plan Refinements									
2.1	Review and Assess NN Recommendations		6						\$ 720	\$ 12,000
2.2	Develop Phased Operations Plan Options		22	24			8	8	\$ 6,720	
2.3	Present Options / Recommended Plan		24	4					\$ 3,240	
2.4	Prepare Revised Plan w/ Operational Details		8	4					\$ 1,320	
3.0	Peer Analysis									
3.1	Identify Peers		2	4					\$ 600	\$ 2,640
3.2	Conduct Review		2	20					\$ 2,040	
4.0	Service Delivery Options									
4.1	Service Delivery Options		24	12			8	8	\$ 5,880	\$ 10,080
4.2	Review of Conceptual Options		24						\$ 2,880	
4.3	Refined Service Delivery Options		8	4					\$ 1,320	
5.0	Governance Options and Financing Plan									
5.1	Governance Options		12	12				8	\$ 3,560	\$ 11,320
5.2	Financial Plan		12	12					\$ 2,520	
5.3	Selection of Governance and Finance Plan		16	4				8	\$ 3,320	
5.4	Documentation		8	8		4			\$ 1,920	
6.0	Management Requirements									
6.1	Identify Managerial Requirements		20	20					\$ 4,200	\$ 6,600
6.2	Marketing Plan				20				\$ 1,440	
6.3	Documentation of Task		4	4		2			\$ 960	
7.0	FTA Regulatory Requirements/Implementation									
7.1	Identify Regulatory Requirements		20	24					\$ 4,560	\$ 7,800
7.2	Assist with Grant Application				20				\$ 1,440	
7.3	Documentation		8	8		2			\$ 1,800	
8.0	Public Outreach / Involvement									
8.1	Press Releases / Status Reports		4	16			12		\$ 3,240	\$ 7,800
8.2	Public Outreach / Involvement		8	32					\$ 3,840	
8.3	Documentation			8					\$ 720	
9.0	Implementation Plan									
9.1	Implementation Plan		16	40			12	8	\$ 7,880	\$ 10,040
9.2	Presentation and Refinement of Plan		16			4			\$ 2,160	
10.0	Final Report									
10.1	Draft Final Report		8	16		8			\$ 2,880	\$ 4,320
10.2	Final Report		4	8		4			\$ 1,440	
	Subtotal, Labor Expenses		308	308	40	32	40	40	\$ 79,080	
	DIRECT EXPENSES									
	Graphics								\$ 1,000	
	Printing								\$ 2,500	
	Mileage and Travel Expenses								\$ 5,600	
	Subtotal, Direct Expenses								\$9,100	
	CONTRACT ALLOWANCE								\$8,000	
	Subtotal, Contract Allowance								\$8,000	
TOTAL PROJECT COST									\$96,180	

