I. INTRODUCTION

This scope of work for the Fresno-Clovis Metropolitan Area (FCMA) Public Transportation Strategic Service Evaluation (the Project) will include an assessment of the existing system, develop network alternatives, and produce an implementation plan and final report. This scope of services is based on the Proposal submitted by Parsons Brinckerhoff (the Contractor), as well as discussions and modifications from subsequent conversations with Fresno Council of Governments (FCOG) project manager.

As per the Request for proposal (RFP), the Study Objectives are:

- Assess metro travel patterns through extensive origin and destination studies; transit ride check and transfer studies; and public and stakeholder input.
- Identify transit route alignments and operating policies that could reduce transit travel times, and improve linkages to major trip generators.
- Make transit a viable alternative in the FCMA contemporary urban environments.
- Improve overall productivity, cost effectiveness and sustainability of transit service.

General Scope Assumptions

This scope of work assumes 18 month duration from NTP to Final Plan acceptance by FCOG.

Where applicable, assumptions used to develop the fee proposal associated with each specific project task have been identified as part of the task scope of work. General assumptions used in this scope of services are as follows:

1. The study area will be bound by the jurisdictional areas of FAX and Clovis transit systems.
2. The proposal assumes the completion of a ride-check survey using a sample method as described in Task 1.3 of this scope of work.
3. The proposal assumes automatic passenger count (APC) data will be available by the FCMA transit agencies for Contractor use.
4. The proposal assumes that automatic vehicle location (AVL) data will be available by the FCMA transit agencies for Contractor use.
5. Up to, but not to exceed, three network alternatives will be developed by the Contractor and FCOG with input from the public and Technical Advisory Committee (TAC).
6. One Preferred Network Plan will be identified from the three network alternatives and an implementation plan will be developed for the one Preferred Network Alternative.
7. Costs will be charged on a time and materials basis, not to exceed the maximum indicated in this budget. The contractor project manager (CPM), Tony Mendoza, can adjust costs between items so long as the maximum project cost is not exceeded.

The following identified activities that are not included in this scope and have not been budgeted:

1. Implementation of the Preferred Network Plan.
2. Continued services beyond the 18 month period of this contract.

II. SCOPE OF WORK

1. Conduct Research and Data Collection

 Task 1.1: Conduct Performance Evaluation of the Current Public Transportation Service

The Contractor shall evaluate the performance of the current service by looking at productivity, service area coverage, operating policies, resource allocation, and service structure. System performance will be quantitatively evaluated based on current agency measures, best-practice measures and other measures based on local, state and federal policies. To evaluate service productivity and service structure, the Contractor will examine why the system and individual lines perform at certain levels and determine if changes are warranted by asking the following questions:

- System Structure – is the entire system route structured efficiently to serve the concentrations of trip attractions? The transit suitability index will examine corridors of highest potential riders. The existing system route structure will be layered onto this index to determine how well the system is structured to meet potential riders.
- Individual Route Structure – is the route running at an efficient level based on reliability measures, such as relationship to traffic speeds, or variations in the scheduled versus actual travel time? Route by route examination of existing performance data, such as boarding rides/vehicle hour and peak load analyses will be tabulated to examine cost-effectiveness and performance of each route. APC data and AVL data will be compared against schedules and operations data.
- Policy-based – is there too much service running (frequency or hours of the day) to be efficient because of policy? Policies will be documented to determine if there are policies requiring service to less productive areas or times.
- Service Area Coverage – are there portions of the service area with very low ridership that are more conducive to being served with on-demand or flexible service?

The findings of the quantitative analysis will be summarized in an Existing Service Assessment Working Paper. The Contractor will rely on APC data provided by FAX in order to complete this task.
The findings of the policy review will be summarized in a Policy Working Paper. The focus of this policy review will be on local FCMA policies with references to state or federal policies as appropriate.

**Task 1.1 Deliverables:**

- Draft Existing Service Assessment Working Paper for FCOG review
- Final Existing Service Assessment Working Paper
- Draft Policy Working Paper for FCOG review
- Final Policy Working Paper
- Draft Performance Evaluation Final Report for FCOG review
- Final Performance Evaluation Final Report

**Task 1.2: Study FCMA Travel Patterns**

The Contractor shall complete an evaluation of FCMA travel patterns using TAZ-level data (unless there is a finer data set is readily available). The data will be used to identify the largest trip generating origins and destinations and to determine how well the current FCMA transit routes service the trip generators. The Contractor shall conduct the following analyses:

1. **Identify Major Origins/Destinations** - The travel pattern analysis will build on the transit suitability index developed in Task 1.1. This index will identify the “hotspots” where population and employment density, auto ownership and household income indicate a high demand for transit. In addition to the hotspot analysis, the Contractor shall gather and interpret AirSage Cell Phone Data. The Contractor will scan, clean and map the cell phone data. Aggregated data sets and GIS files will be made available to the project team and FCOG (except for those data and materials that are subject to ownership or copyright of others prior to the execution of this contract). The Contractor may identify up to 10 initial markets that will be narrowed to the top 5-7 through discussions with the TAC and FCOG project manager. These locations will be cross and validated through discussions with the TAC and references to other recent studies, such as the Fresno Public Transportation Infrastructure Study (PTIS) and the Fresno Regional Transportation Plan (RTP). These locations will be verified and adjusted, if necessary, through a review of recent FCMA studies of travel patterns, such as the PTIS and RTP.

2. **Determine Transit Capture Areas** - Transit travel times from the travel model will be used as the primary indicator to determine whether the existing transit system efficiently connects the identified “hotspots”. Transit travel time is influenced by frequency of service, number of transfers required, traffic congestion and number of stops. The Contractor will prepare five to seven “heatmaps” illustrating the transit travel times to the five to seven major “hotspots” identified as major origins/destinations to determine who can access.

3. **Identify Origin/Destination Patterns** - After consultation with the FCOG, the study area will be divided into analysis zones (using TAZs or grids) that will serve as the basis for a study of travel patterns, regardless of mode. By being mode neutral, the travel patterns will provide an indicator of where the sufficient service. Once the Contract has identified
the demand, the Contractor will evaluate the transit mode share. Areas with high
demand, but low transit mode share will indicate an area with potential for transit service
improvements. The Contractor will produce five to seven origin-destination and mode
share tables – one set for each of the major travel markets.

The Contractor shall produce a *Travel Patterns Final Report* summarizing the major trip patterns
and markets in the FCMA. Trips that could be served by transit, but are not currently capturing a
large share of transit trips, will highlight potential areas where adjustments to the system could
improve ridership.

**Task 1.2 Deliverables:**

- Draft Map of Five to Seven Major Travel Markets
- Final Map of Five to Seven Major Travel Markets
- Draft Transit Travel Time Heat Maps (one map for each of the five to seven major travel
  markets) for FCOG review
- Final Transit Travel Time Heat Maps (one map for each of the five to seven major travel
  markets)
- Draft Origin-Destination and Mode Share Tables (one for each of the five to seven major travel
  markets) for FCOG review
- Final Origin-Destination and Mode Share Tables (one for each of the five to seven major travel
  markets)
- Draft Travel Patterns Final Report for FCOG review
- Final Travel Patterns Final Report

**Task 1.3: Perform sample set Ride Check and Transfer Study**

The ride check and transfer study will provide current passenger trip information including origin,
destination, and transfer activity. This data can be analyzed with the travel patterns and service
evaluation study to inform possible service enhancements.

The Contractor shall use a scientific sample, relying upon the FAX APC system to provide
requisite counts. This methodology differs from that presented in the RFP. This survey will be
designed to determine the following:

- Origin/destination and mode of access
- Travel behavior of bus patrons in the FCMA region
- Satisfaction with various aspects of the FAX and Clovis bus system in comparison with
  prior studies (in conjunction with public outreach, Task 1.4)

Task 1.3 has been broken down into the following nine elements:
1. Sampling Method – The Contractor will use a sample methodology that has been utilized in areas where APC data is available. The 2013 survey seeks to achieve the following sample size options from the 19 routes that are operated by FAX and Clovis Transit:

   ✓ Each route—weekday and weekend—single survey margin of error range between +/- 5.0 percent per route and +/- 10 percent per route to be established in preliminary meetings with FCOG project manager, at 95 percent confidence. Very small volume routes will be 100 percent censuses to maximize responses. Bus stop intercepts may also be utilized.

   A sufficient number of one-way trips and runs will be chosen to generate the requisite number of completed surveys. As such, one-way trips that have about 350 revenue hours will constitute the sample for the estimated 3,700 total responses.

2. Survey Instrument – The survey instrument will be designed with input from the FCOG to capture the essential origin/destination and mode of access data, as well as essential data, such as age, race and income, to understand how and who uses the system.

3. Pilot Project – A pilot project will be conducted prior to deployment of the full survey to refine details of surveyor deployment, modify any techniques or data collection.

4. Recruitment and Training of Personnel – Local surveyors will be employed, with assistance and supervision from Fresno State University or Fresno Community College professors. About 90 percent of interviewers will be bilingual in Spanish and English. The Contractor will provide oversight, training and hands-on verification of data.

5. Procedures for Data Collection – The Contractor will manage the process for deployment of surveyors, surveyor conduct requirements and instructions for interactions with passengers, while ensuring safety and no disruption of transit operations.

6. Enter Data into Electronic Files - The Contractor will code all categorical data using numeric coding to facilitate subsequent analyses using Statistical Package for the Social Sciences (SPSS).

7. Weight/Expand Survey Data - The data collected as part of the survey will be expanded. The weights will consist of a determination of the proportionate sample size per characteristic chosen for weighting, divided by the actual sample size achieved per characteristic and will be applied to the unweighted data in SPSS.

8. Analyze Data - The Contractor will consider the appropriateness of regression analysis, factor analysis, various statistical significance procedures (Chi-Square, Independent Samples t-test, Analysis of Variance), and measures of association to model these
determinants and draw defensible, policy-oriented conclusions about the knowledge, opinions, and behaviors of bus riders in the Fresno/Clovis area.

9. Prepare Final Report- The report will include a complete methodological section, a description of survey administration, and an elaboration of analytical techniques utilized and findings resultant there from. The data are to be weighted and presented in the form of color charts and tabular displays, frequency distributions, cross tabulations, factor analyses, regression and correlation. Key issues and characteristics that require attention and that can significantly enhance FCMA transit policies will be identified and documented.

Task 1.3 Deliverables:

- Draft Ride check data set
- Final Ride check data set
- Draft Final Report
- Final Report

Task 1.4: Public Involvement Program

The Public Involvement Program will include public surveys, stakeholder interviews, and meetings with policy level staff.

At the outset of the project, the Contractor shall prepare a Written Public Involvement Program, which will serve as the basis for outreach efforts for the duration of the project.

1. The Contractor will work with the Technical Advisory Committee (TAC) to identifying project stakeholders and engage key stakeholders and relevant audiences, including hard-to-reach populations and traditionally underserved communities such as the elderly, monolingual Spanish speakers and Southeast Asian populations. To the extent possible, stakeholders previously interviewed in the Gap analysis and BRT project will be asked to participate in interviews regarding operational efficiency.

2. The TAC will be established by FCOG and will be composed of representatives from FAX, Clovis Transit, the Fresno COG, Caltrans and other agencies as designated by the Fresno COG. The TAC will meet to advise on key milestones and decision-points in the process (establishing goals and setting criteria, system assessment, vet conceptual network alternatives, and recommend the preferred network alternative. It is anticipated that the TAC will meet up to eight times throughout the course of the plan.


4. Meetings with Policy Level Staff - The Contractor shall coordinate 8-10 meetings with various policy level staff and policymakers under guidance from the TAC. The
observations will provide the team with opinions on the extent to which the transit operation system comports with the existing and proposed updated General Plans of the jurisdictions constituting the metropolitan areas of the study.

5. The Contractor shall develop survey questions to include in the Ride Check survey, Task 1.3, aimed at gathering customer service satisfaction among current transit users in the FCMA. The survey will build upon the survey used in the Gap Analysis project, but will focus more on the transit user’s transit experiences, attitudes toward public transit, needs and potential areas of route improvement. The Contractor will develop a database of names and contact information of those transit users willing to answer any follow up questions.

Task 1.4 Deliverables

- Draft Written Public Involvement Program for FCOG review
- Final Written Public Involvement Program
- 15-25 Stakeholder Interviews (at one-hour each)
- 8-10 Meetings with Policy Level Staff (at one-hour each)
- Ride Check Survey Support
- Draft TAC Advisory Committee Notes for FCOG review (eight meetings)
- Final TAC Advisory Committee Notes
- Draft Summary of Public and Stakeholder Comments for FCOG review
- Final Summary of Public and Stakeholder Comments

Task 1.5: FCMA Public Transportation System Assessment

Working with the TAC, an assessment of policy, as well as service opportunities will be prepared that clearly depict possible service and policy changes along with their costs and anticipated outcomes to include travel time savings.

The System Assessment will summarize the findings of the preceding tasks and will be structured as follows:

1. Policies – The policy section will summarize existing guiding policies and suggest modifications that can lead to more effective service (effectiveness to be defined through this policy review). Transit service policy and local, state and federal policies influencing service will be listed with a summary of how these policies affect service (such as the policy to provide coverage to 90% of the population). This section will conclude with suggestions for how to implement, or modify policies, such as minimum densities for providing certain levels of coverage (e.g., less dense areas may warrant less frequent service than higher dense areas).
2. Travel Patterns and Market – This section will provide a comprehensive summary of the largest markets for all trips and whether or how transit is serving those trips. The data used to analyze these patterns will triangulate from the public outreach, ride-check and transfer study and the travel model data. Suggestions will be made about which markets can be enhanced. This input that will provide the basis for network design.

3. Existing Service Assessment – This section will focus on quantitative and qualitative measures listed in the above sections to determine the performance of the entire system and by routes. Operational measures, such as on-time performance, will be matched with efficiency measures, such as rides/hour, to suggest routes that need modifications of routing, structure, frequency or management. System accessibility (including bicycle, pedestrian) will also be documented in this section.

4. Evaluation Criteria – Draft evaluation criteria will be vetted with the TAC to determine which factors will be used to guide service development. The criteria will be designed to evaluate how well the alternatives meet the suggested three transit considerations – long-term policy goals, cost-effectiveness, and customer satisfaction and safety. The Contractor will help lead the TAC through a process that prioritizes and weights the criteria.

5. Recommendations for System Changes – Recommendations for networks and policy changes that can potentially best meet the criteria will be developed and evaluated in Task 2.1. Example alternatives of general system changes could include an optimized modified grid system option, trunk routes and circulators/many centers option, and transit propensity/sustainability option, as detailed in Task 2.1.

Task 1.5 Deliverables

- Draft System Assessment Final Report
- Final System Assessment Final Report

2. FCMA Public Transportation Network Planning

Task 2.1: Transit System Network Plans

Using the System Assessment from Task 1.5, the Contractor, working with the TAC, will develop three conceptual transit system network and operating plans. The plans will include preliminary cost estimates and ridership estimates. Up to three conceptual network alternative plans will be developed, all within the revenue-constrained funding level.

The three preliminary network alternatives will be evaluated based on the framework developed in Task 1.5. Iterative application of the evaluation process against the network concepts will suggest ideas to improve and refine the alternatives. Preliminary costs of each alternative will be estimated for capital and operating/maintenance, based on fully-allocated cost factors per
hour and/or mile from the agencies’ current operations. The Contractor will estimate ridership using a combination of regional travel model capabilities and route-level service planning knowledge. For the proposed alternatives, it will be more important to have relative changes at the system level compared to the existing system than the detailed ridership forecast for the final plan. The evaluation data and results will be ranked and arrayed in a matrix with supporting text to facilitate an understanding of benefits, impacts, and key trade-offs associated with the alternatives. The findings of this evaluation will be summarized in an Evaluations Results Report.

**Task 2.1 Deliverables**

- Draft Conceptual Network Alternatives Definition (up to three alternatives) for FCOG and Caltrans review
- Final Conceptual Network Alternatives Definition (up to three alternatives)
- Draft Evaluation Results Report for FCOG review
- Final Evaluation Results Report

**Task 2.2: Public Vetting of Proposed Plans**

Once the three conceptual network plans have been approved by the TAC and Caltrans, the plans will need to be vetted through an extensive public process including multiple commenting opportunities. It is anticipated that there will be a combination of venues for comment including: public meetings, internet site, flyers and pamphlets.

1. **Public Meetings/Community Presentations** – The Contractor shall conduct up to 20 public meetings/community presentations to engage the residents in discussions about the conceptual network alternatives. This effort will employ a proven approach that entails proactively engaging a broad cross-section of local residents at locations where they routinely meet. These meetings/presentations will coincide with existing organization and agency meetings, community events and gatherings to provide convenient access for the public.

2. **Collateral** – The Contractor will develop culturally and linguistically appropriate flyers, media advisories and/or promotional materials to notify the public of upcoming meetings and encourage participation. Items such as flyers will be posted at locations frequented by the public. A flyer will be developed that gives an overview of the project and its purpose, outlines the new transit system network and operating plans, and fully explains the vetting process and will be available to the public online, at public meetings, and local government and public offices. All printed materials will include a website address where residents can go to access more information about the project.

3. **Website and Online Communications** - A website will be developed to serve as a repository of project information for the public. It will house information about the project, its goals and timeline as well as a list of scheduled meetings, general contact information, digital versions of collateral and media advisories. The Contractor will host the site for the duration of the study. The website will be linked to the FCOG web page and its social media pages to distribute information about upcoming meetings.
Media advisories for upcoming meetings will be sent electronically to the press for publication in community calendars across print, television and online media. Email communication will also be used to notify stakeholders, partnering agencies and organizations about upcoming meetings and surveys and will reference the website address for further information.

4. Media Relations – The Contractor will work with mainstream and ethnic media to promote the project and its benefits and highlight upcoming meetings and surveys to encourage greater participation. The agency will distribute advisories for upcoming meetings, write op-eds and work with local media to place stories. When appropriate, we will identify spokespeople and provide any necessary training to speak with press.

Task 2.2 Deliverables

- Up to 20 public meetings/community presentations
- Up to three project flyers
- Develop website/social media communications tools
- Up to 3 media materials

Task 2.3: Preferred Network Alternative

Following the public vetting, the contractor will refine the three conceptual network alternatives select and define the Preferred Network Alternative. The contractor will identify and incorporate opportunities to improve operational efficiencies. The Preferred Network Alternative will have detailed cost, operating and ridership projections and also consider public comments and concerns.

The Contractor shall submit Draft Preferred Network Plan to Caltrans for review. It is assumed there will be one single round of comments from the Fresno COG and Caltrans. The Final Preferred Network Plan will incorporate comments from both Fresno COG and Caltrans and be submitted for Caltrans acceptance.

Task 2.3 Deliverables

- Draft Preferred Network Plan for FCOG and Caltrans review
- Final Preferred Network Plan

3. Transportation Network Implementation

Task 3.1: Network Implementation Plan

The Contractor shall develop a Network Implementation Plan for the Preferred Network Plan identified and defined in Task 2.3. The Contractor will evaluate the short and long-term financial implications and package changes in the most cost-effective manner. If appropriate, the Contractor shall consider a plan which phases the implantation over a longer period of time that
will allow better community outreach and acceptance of the changes. However, the Contractor may recommend a Network Implementation Plan that differs from the five years suggested in the RFP. The Network Implementation Plan will consider the following:

1. Finalize Preferred Network Plan Operations - While the preferred network plan will identify the new route configurations, headways, spans of service and estimated resource requirements, the FCMA transit agencies will need to finalize these routes via final route timings, development of bus operating blocks and schedules, and development of the driver runcuts. They will also need to plan for and conduct bus stop installations and removals, order any additional passenger amenities required by the preferred network plan and install them, and acquire rolling stock if needed for implementation. These decisions will affect how much service can be implemented at one time, and how soon it can be implemented. The FCMA transit agencies, not the Contractor, are responsible for making these necessary decisions to finalize the Preferred Network Plan operations.

2. Phased Implementation Strategy – The Contractor recommends a multi-year time frame for implementation given that there may be significant, long-term changes affecting current passengers. The Contractor shall review the service and policy recommendations and prioritize changes for implementation. The phasing approach will need to take into consideration existing transfers and interfaces in the system, as well as any coverage gaps that could occur if an early phase deletes a route before a subsequent phase implements new services in the affected area. Due to these types of considerations, it may be necessary to limit the number of phases to two or three, perhaps spaced out over two to three years.

The Implementation Strategy component of the Network Implementation Plan shall prioritize changes according to:

- Agency capacity for the amount of change in one bus “shake-up”
- Operations efficiency
- Safety
- Rolling stock requirements
- Capital costs/requirements
- Policy

3. Roadmap Schedule – The Contractor shall develop a master implementation roadmap for the FCOG transit agencies to follow. This initial implementation tool will set a schedule for rolling out the preferred network plan. Each major functional area will have a section in the roadmap with assigned tasks and deadlines (e.g., marketing, planning, operations, maintenance, facilities, security, finance, procurement, etc.). The roadmap will also include the dates of all key public meetings and hearings, as described in Task 3.2.

4. Brand FCMA Transit Services - The Contractor shall identify any opportunity for the FCOG transit agencies to “brand” service via an intense, one-time change to bus stops, printed material, and public information systems.
The Contractor shall submit Draft Network Implementation Plan to Caltrans for review. It is assumed there will be one single round of comments from the Fresno COG and Caltrans. The Final Network Implementation Plan will incorporate comments from both Fresno COG and Caltrans and be submitted for Caltrans acceptance.

The Contractor is not responsible for the execution of the Network Implementation Plan.

Task 3.1 Deliverables

- Draft Network Implementation Plan for Fresno COG and Caltrans review
- Final Network Implementation Plan

Task 3.2: Implementation Public Information Plan

Any set of changes to a transit network, no matter the long-term benefits, will adversely impact some riders. Some transfers may be eliminated while others are imposed. Realigning resources with demand can also have positive and negative impacts of riders. As such, the public outreach effort must continue throughout the implementation of the Preferred Network Alternative. The Contractor shall develop an Implementation Public Information Plan for the Preferred Network Alternative to provide guidance on how the Fresno COG and FCMA transit agencies can implement the following outreach strategies:

1. Project Website– The website developed by the Contractor in Task 2.2 will be designed to be extended throughout implementation. As an option, the Fresno COG could contract with the Contractor to continue hosting the site throughout the implementation, although it is not included in this contract. The site could continue to include information on updates on service changes. It could house information about the project, digital versions of collateral materials and media advisories.

2. Outreach– The Contractor shall identify methods for outreach, including media advisories and email. Media advisories for meetings could be sent electronically to the press for publication in community calendars across print, television and online media. These communications can also be used to notify stakeholders, partnering agencies and organizations about upcoming meetings and surveys and could reference the website address for further information. The Contractor is not responsible for implementing these outreach strategies.

3. Guide to Proposed Transit Service Changes–The Contractor recommends the Fresno COG and the FCMA transit agencies create a “Guide to Proposed Transit Service Changes”. This printed guide would provide a route map for each route, indicate what routing changes are being proposed, and display the planned headways and spans of service. These Guides would provide a community-wide understanding of what is proposed at a sufficient level of detail for riders to be able to react to the proposals on an informed basis. The Contractor is not responsible for developing the Guide to Proposed Transit Service Changes.
4. Public Hearings– As a federally-funded public transit operator, the FCMA transit agencies will be required to hold an advertised public hearing for the proposed service changes. The Contractor is not responsible for organizing or attending these public hearings.

The Contractor is not responsible for the execution of the Implementation Public Information Plan. The Contractor shall submit the Draft Public Information Plan for Fresno COG review. The Final Public Information Plan will incorporate comments from the Fresno COG.

Task 3.2 Deliverables

- Draft Public Information Plan for Fresno COG review
- Final Public Information Plan

Task 3.3: Post Implementation Assessment

Once the Network Implementation Plan has been implemented and the Preferred Network Alternative is in operation, an assessment of the outcomes will be undertaken by the Fresno COG and FCMA transit agencies. The Post Implementation Assessment Plan will include a strategy for assessing system productivity indicators and passenger survey documents. This Plan will be designed to provide the Fresno COG with an approach and toolkits to conduct an assessment of the new network after a reasonable time period following implementation. The Post Implementation Assessment Plan will contain the following:

1. System Productivity Indicators– The system’s performance levels identified during Task 1.1 (Performance Evaluation) will serve as a baseline for assessing the performance of the new system post-implementation. Indicators defined in this Assessment Plan will be consistent with the evaluation criteria established in Task 1.5.

2. Passenger Survey – Obtaining customer feedback on the effectiveness and benefits of the service changes will be a key element of the Post-Implementation Assessment. The Contractor will build on the existing SRTP passenger surveys that measure the customer satisfaction, friendliness and opinions about services and incorporate questions specific to the service change to gauge customer’s reactions to the following:
   - Trip purpose
   - Travel time savings
   - Service convenience
   - Ease of access to key destinations
   - Proximity of bus stops to home and destination ends of trips
   - Automobile availability for trip (to gauge changes in the percentage of choice riders and the ability of the network to attract new passengers)
   - Overall passenger satisfaction with the service
In designing the survey, the Contractor will also provide a recommended methodology and sampling plan to conduct the survey. The Contractor will also translate the surveys into Spanish.

The Contractor is not responsible for the execution of the Post-Implementation Assessment Plan. The Contractor shall submit the Draft Post-Implementation Assessment Plan for Fresno COG review. The Post-Implementation Assessment Plan will incorporate comments from the Fresno COG.

**Task 3.3 Deliverables**

- Draft Post-Implementation Assessment Plan for Fresno COG review
- Final Post-Implementation Assessment Plan

**Task 4.1: Project Administration**

Project administration between the project manager and the Contractor project manager (Tony Mendoza) will consist of regular meetings and or conference calls (at minimum weekly), and eight TAC meetings. Tony will be available for daily communications. There will be weekly email or telephone updates. A detailed work plan, work breakdown structure and quality control plan will be produced. A ProjectSolve web-based management site will be maintained to track products and for file transfers between project partners.

1. Meetings and Presentations - In addition to meetings required to perform previously mentioned task activities, the Consultant will facilitate and participate in the following meetings and presentations as outlined below.
   - Eight TAC Meetings (including a draft and final agenda, and meeting summary for each meeting.) TAC meetings are anticipated to last 2 hours each. Tony will attend these meetings in person.
   - Meetings with the Fresno COG project manager (as needed).

2. Out-of-town travel
   - Tony Mendoza, will be available, as needed for up to 18 total trips to Fresno. Multiple meetings could be accomplished per trip, but on average, Tony will be available for two days per trip.
   - Rebecca Kalauskas or John Gahbauer are available for up to five trips to support Tony, as needed at TAC meetings, or council presentations.
   - Tom Lichterman is available for up to eight trips for presentations, research, or as requested by FCOG project manager.
   - Jarrett Walker is available for up to four trips.
   - Lou Rea and/or Richard Parker are available for up to four trips.

**Task 4.1 Deliverables**

- Draft Project Implementation Plan for FCOG review
- Final Project Implementation Plan
• Draft Work Breakdown Structure (WBS) for FCOG review
• Final WBS
• Draft Work Plan for FCOG review
• Final Work Plan
• Draft Milestone Schedule and Budget for FCOG review
• Final Milestone Schedule and Budget
• Draft Quality Control Plan for FCOG review
• Final Quality Control Plan
• Preparation for and participation in weekly progress meetings or conference calls
• Preparation for and participation in eight Technical Advisory Committee Meetings
• Monthly Progress Reports and Invoices
• Computerized Project Folders

Task 4.2: Quarterly Reports

The Contractor will assist Fresno COG staff in preparing quarterly reports and invoices for Caltrans District staff. These quarterly reports will pull from the monthly progress reports for the quarter, providing a summary of past accomplishments, upcoming activities, and project challenges and recommendations for addressing these challenges. Quarterly reports will include an invoice tracking the grant/local match expenditures.

Task 4.2 Deliverables

• Quarterly Progress Reports and Invoices

Task 4.3: Final Report

The Contractor will develop plans for FCOG to present to Caltrans for review and acceptance. The Contractor will present plans to Fresno COG, Fresno City Council, and Clovis City Council. This report will include a description of the preferred network alternative, the reasoning for its selection, and the proposed network implementation plan.

Task 4.3 Deliverables

• Draft Final Report for FCOG review
• Final Report
• Presentations to Fresno COG, Fresno City Council, Clovis City Council, including a draft and final PowerPoint presentation for each presentation. Tony will present at these meetings in person.
Parsons Brinckerhoff, Inc. - Cost per Task Estimate

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TOTAL COST: $132,872.00 | $15,250.00 | $55,875.00 | $25,075.00 | $2,490.00 | $21,800.00 | $273,210.00