

## APPENDIX A

### Scope of Work

#### 1. Overview and Study Area

Bullhead Area Transit System is the exclusive public transportation provider within the city limits of Bullhead City, Arizona. The system performed its last major comprehensive evaluation of service of its efficiency in 2013 with the completion of a Short Range Transit Plan. A subsequent Long and Short Range Plan was developed but never adopted in 2022 after being rendered obsolete after the City was federally designated as a small urbanized area (“UZA”). With the absence of a current studies purview of guidance and ever shifting landscape of present and future needs of the local community, there necessitates a complete operational review for a future guiding framework.

The City of Bullhead City (“City”) is located next to the Colorado River in Mojave County, Arizona, covering an area of 59 square miles. The 2020 Census estimates indicate the City supporting a population of just over 50,000. The study area for this study will be restricted to the Bullhead Area Transit System service boundaries encompassed by the City of Bullhead City.

This Scope of Work is provided as a guide to the type of work anticipated to be involved with this type of transit planning project. Proposers are highly encouraged to offer refinements to this Scope of Work in their proposal, highlighting the suggested refinements.

#### 2. Time Frame

As with any planning study, it is important to identify a planning horizon within which the recommendations of this study can be implemented. For this particular study, the planning time frame is five years (2026 -2030). The expected study completion time will be one year from contract award.

#### 3. Study Deliverable

The end product of this study will be a planning document that will, hereinafter, be referred to as the Short Range Transit Plan, (“SRTP”). Each identified work task will require a working paper deliverable at the conclusion of each work task. The SRTP will serve as the policy and programming document for transit operations for the City of Bullhead City.

#### 4. Stakeholder and Public Involvement

The SRTP will be conducted according to a cooperative planning process involving stakeholders that include Bullhead City Metropolitan Planning Organization (“BHCMPO”) staff, Bullhead City staff, elected officials, the general public and other transit providers. Throughout the Study, information will be presented to and solicited from stakeholders through interviews, focus group meetings, surveys and public meetings.

The City is seeking an innovative public outreach program that will be highly effective in gaining public input and acceptance of the transit plan. This will likely involve the use of web-based tools and social media programs, as well as traditional public meetings. The consultant will propose an outreach program that will increase collaboration, provide better information and input to inform the study team enabling a more efficient transit system design and a more prosperous result.

The consultant shall conduct at least three public meetings at local events and public open houses for gathering public information, origin and destination information (to include intercity travel to Lake Havasu City and/or City of Kingman), willingness to use public transportation, and other useful input. A second round of at least two additional public meetings shall be conducted to provide an overview and explanation of existing conditions and proposed solutions/alternatives for existing & expected conditions. Following these meetings, a public outcome as to which solutions/alternatives are preferred should be evident and documented.

The consultant shall meet with local businesses, industrial managers, service employers, local county and tribal officials, and local interest groups to gauge their interest in participating with the local transit system that could include their potential involvement through incentives to assist their employees (and potentially customers) with transit passes and other financial assistance.

The consultant shall also provide a set of three informational and educational presentations to elected officials at a scheduled Bullhead City Council meeting, a Bullhead Area Transit System Commission meeting, and a joint session with the BHCMPO board. The first set of presentations will provide a summary overview of the current conditions, gaps in service, established goals, objectives and standards, and needs assessment for transit in the City community and designated UZA. The second set of presentations shall include options for service, including maintaining the status quo, and a summary of capital and on-going operational costs along with identified funding sources.

The consultant shall be responsible for:

- Preparation of all presentation and informational materials for the general public meetings and the stakeholder meetings.
- Preparation of materials and cost of advertisements and outreach activities.
- Preparation of contact lists, public notices, and documentation of the public involvement process and input received in the plan.

The consultant shall also be responsible for coordinating meetings between the City and Transit Stakeholders and for the presentation of the Draft Transit Plan and the Final Transit Plan to the Bullhead Area Transit System Commission (“Commission”), BHCMPO Technical Advisory Committee, BHCMPO Executive Board, and the City Council.

The consultant shall use social media and innovative internet-based survey and outreach mechanisms and strategies to strengthen outreach efforts to reach a broader audience.

The consultant shall prepare and provide a Public Outreach Plan summarizing all planned public outreach events, the processes to be employed for public and stakeholder involvement, and the objectives to be accomplished. The public outreach plan should be consistent with the City and BHCMPO's Title VI plan.

## **5. Regulatory Compliance**

The study process and products must comply with all federal, state, and local laws, regulations, and policies that apply to long-range transportation planning. These include, but are not limited to: 23 CFR Parts 450 and 500, Title VI of the 1964 Civil Rights Act, 42 USC 2000, Federal-aid Highway Act of 1973, 23 USC 324, Section 504 of the Rehabilitation Act of 1973, 29 USC 794, The Age Discrimination Act of 1975, 42 USC 6101, the Civil Rights Restoration Act of 1987, PL 100-259, Fair Housing Act amendments of 1988 (42 USC 3601-3631), Americans with Disabilities Act of 1990, PL 101-336, the Religious Freedom Restoration Act of 1993, the Stafford Act, as amended in 2000.

Of particular note is Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations, which established environmental justice as a federal government priority. Environmental justice was initially established in Title VI of the 1964 Civil Rights Act. This Study must examine the potential effects, both positive and negative, that its recommendations/policies may have on minority and low-income populations.

Should any disproportionate burden be placed on minority or low-income populations, as a result of this Study, then considerations that dictated this recommendation over alternative actions should be discussed. In addition, a concerted effort must be made to reach minority and low-income populations when conducting the Study's public outreach. Documentation of efforts to address environmental justice issues must be included in the appropriate Study products.

## **6. Work Tasks**

### **A. Preliminary Work task:** Prepare a Project Management Plan ("PMP") Work Product: PMP

1. Provide the PMP with a schedule of the project that will:
  - a. Outline in detail each of the tasks described below;
  - b. Describe the activities undertaken to accomplish these tasks;
  - c. Identify the people responsible for each activity;
  - d. Identify time associated with each activity; and
  - e. Identify budget and any potential constraints to complete said tasks.

### **B. Work Task 1:** Prepare overview of current transit system Work Product: Working paper 1

1. Brief History of Transit Program (e.g., year of formation, facilities and fleet development, changes in service focus areas, key milestones and events).

2. Governance:
  - a. Type of unit of government (e.g., City).
    - Composition and nature of representation of the Commission:
    - Number of members;
    - Elected or appointed (if appointed, how, and what agencies and/or groups do members represent (e.g., cities, county, general public); and
    - Current members and terms.
  - b. Composition and nature of representation of the BHCMPO:
    - Number of members;
    - Elected or appointed (if appointed, how, and what agencies and/or groups do members represent (e.g., cities, county, general public); and
    - Current members and terms.
3. Organizational Structure of Transit provider (use graphic format):
  - a. Management and staff positions;
  - b. Reporting relationships;
  - c. Contracted transportation services (name of contractor(s), length of current contract(s)).
4. Transit services provided and areas served: Describe service area, routes, frequency, hours of service, fare structure, number of vehicles, revenue and deadhead miles, revenue and deadhead hours and the number and type of vehicles (revenue/support) required for each type of service.
  - a. Fixed Route:
    - Local;
    - Express;
    - Commuter services (e.g., subscription service);
    - Services provided in partnership with others
    - Accommodation of bicycles;
    - Vanpool.
  - b. Demand Response
    - General public;
    - Americans with Disabilities Act (ADA);
    - Persons with disabilities (non-ADA);
    - Older adults.
5. Connecting services provided by others/private operators, e.g. local taxi services, expanding opportunities with ridesharing.

C. Work Task 2: Review and update of Goals, Objectives and Standards

Work Product: Working paper 2

1. Describe the existing Goals, Objectives and Standards for the system.
2. Evaluate the relevance of each of the above with respect to current socio-economic trends and extrapolate for the next five years and next fifteen years to identify gaps that need to be addressed.

- 3 Add/revise new Goals/Objectives/Standards that reflect current operating conditions as well as desired conditions for the next five years and set Goals/Objectives/Standards that can be consistent for the next 5 years.

D. Work task 3: System and Service Evaluation

Work Product: Working paper 3

1. Review data provided by Bullhead Area Transit System staff/contractor and measure performance against industry standards for the following metrics and provide a summary of findings:
  - a. Quantitative
    - Passengers per revenue hour
    - Operating cost per mile
    - Operating cost per passenger
    - Subsidy per passenger
    - Farebox recovery ratio
  - b. Qualitative
    - Service Coverage Area
    - Frequency
    - Hours of Operation
    - Stop Quality/Directness
    - On Time Performance
  - c. Patron Convenience
    - Speed
    - Loading Time
    - Bus Stops Locations
    - Dependability of Service
  - d. Passenger Comfort/Amenities
    - Waiting Shelters
    - Bus Stop Signs
    - Revenue Equipment
    - Information Dissemination
  - e. Demand Response
    - Operating cost per hour
    - Service Coverage Area
    - No-shows/Trip cancellations
    - On time performance/reliability
    - Trip denials
    - Reservation system
  - f. Fleet evaluation
    - Revenue fleet
    - Non-revenue fleet

- g. Staff Composition
  - Position Duties Evaluation
  - Compensation Evaluation
- 2. Compare with contractual standards (if applicable).
- 3. Compare with at least 5 peer agencies in the Southwestern United States with specific regards to size of agency, hours and type of service, service area covered, and size of population served.
- 4. Whenever possible provide graphs and diagrams to depict information.

E. Work task 4: Develop Operations, Marketing, Capital and Financial Plan

Work product: Working paper 4

1. The Operations Plan will provide a framework for evaluation of service and implementation of service changes and is prescribed for a specific time period. In this case, the Operations Plan will set forth Bullhead Area Transit System objectives with respect to providing fixed route and demand response services.
  - a. Current service: Describe the components of the operating plan while providing the level of service that is currently needed.
    - Level of service;
    - Cost of service: admin/operating and capital;
    - Number of vehicles;
    - Number of employees;
    - Service Miles;
    - Service Hours;
    - ITS Technologies (Intelligent Transportation Systems);
    - GTFS framework;
    - Mobile Ticketing
    - Needs implementation plan for dedicated transit facility;
    - Safety
  - b. Change of service (expansion or reduction)
    - Include the entire BHCMPO UZA Boundary and reasonably populated areas within it.
    - Address the need for any perceived expansions or reductions in service. There shall be a rational relationship between this need and the information portrayed in the “Service and System Evaluation” section of this document.
  - c. Prepare an implementation schedule for delivery of recommendations in the Operations Plan.
2. The Budget Plan provides expense forecasts, revenue projections (federal, regional and local), fare policy, service agreements, etc., that all tie back to the level of service described in the Operations Plan above.

The narrative must specifically explain, and the spreadsheet clearly isolates by year (e.g., through individual line items) the following:

- a. Change in fare revenue due to a fare increase or decrease.

- b. Change in fare revenue due to a change in the level of service.
  - c. Change in expenses due to a change in the level of service.
  - d. Change in expenses due to a labor or service contract change.
  - e. All operations expenses and revenues are to be stated in year of expenditure dollars, with the assumed escalation factors stated.
  - f. All sources of revenue shown in the operations and in the capital financial plan should be identified individually.
  - g. The basis for the operating cost forecasts shall be clearly portrayed (e.g., cost per service hour and service hours)
3. The Marketing Plan discusses marketing strategies to increase ridership and revenue generation opportunities (sponsorship, signage, social media, etc.) with measurable objectives presented for future evaluation. After an assessment of the existing marketing strategies, recommendations shall be provided for new strategies with specific emphasis on:
- a. Timeline;
  - b. Cost;
  - c. Shelter and Onboard revenue generating options
  - d. Integration of social media and ITS system into marketing outreach
  - e. Initial and rollout marketing options for future multimodal transit facility to implement
  - f. Branding and Rebranding possibilities
  - g. Effectiveness of recommended strategy; and
  - h. Target audience with specific focus on aging local population and younger generation of dependent riders.

The Marketing Plan should include an implementation schedule for delivery of recommendations with detail measurable objectives presented.

4. The Capital Plan discusses capital projects that need to be undertaken within a specified time frame (five years) to support the services and operations set forth in the Operations Plan. After an assessment of current facilities, vehicles, equipment and tools, recommendations shall be provided for acquiring/rehabilitation and replacement them.
- a. Describe and discuss policies (or basis), and justification for replacement/rehabilitation/retrofit of vehicles (revenue and non-revenue):
    - Life cycle considerations;
    - Passenger amenity considerations;
    - Emissions considerations;
    - Relationship to operations expansion/contraction.
    - Capacity issues
  - b. Describe and discuss policies (or basis), and justification for facilities replacement/upgrade/expansion
    - Discuss current facilities including all bus stops, transit facilities, maintenance and fueling facilities; park and ride lots; vehicle storage/staging; bike facilities etc. Discuss gaps and a plan to address them.
    - Discuss tools and equipment inventory and replacement schedule. Include this in the current/proposed projects list.

- Discuss land owned for transit purposes, the need to acquire land if any, land use policies that are beneficial for transit purposes, any major shifts in policy that can be anticipated while making plans for the future.
  - Tie all projected requirements to funding availability as discussed in the financial plan.
5. The consultant shall include planning level budgetary cost estimates for each of the presented scenarios. The budgetary cost estimates will include operating and capital costs, transit stop improvements, and on-going maintenance costs, reasonable and appropriate administrative oversight costs for the Bullhead Area Transit System, and all other required costs to implement, operate and maintain the proposed transit system. The budgetary level costs for the preferred alternative will be refined to show projected farebox revenues, anticipated one time and recurring federal and state funding, annual City appropriations, advertising income, and revenues from other potential public and private sources.
  6. The consultant should consider fare options including zone-based fares, electronic fare cards featuring discounted fares for use and affording daily, multi-day, and monthly passes for visitor purpose as well as issuance of senior and disabled rider passes for reduced fare credentialing
  7. The consultant shall investigate the challenges and opportunities associated with the coordination between Bullhead Area Transit System and the Bullhead City Metropolitan Planning Organization (BHCMPO). The consultant shall investigate additional operational changes related to the transit from 5311 to 5307 Small Urbanized Area (UZA) Grant Program.

F. Work Task 5: Short Range Plan Preparation  
 Work Product: Working Paper 5

1. The consultant shall prepare a short range plan. The purpose of the plan is to clearly and concisely describe and justify the Bullhead Area Transit System’s capital and operating budgets and assess the City’s financial capacity to carry out proposed levels of operations and the associated recommended capital improvements. Task Activities shall include:
  - a. Demand Estimation: The first step will be to gauge the potential patronage of short-range transit services. Traditional demand estimation tools often rely on analysis of socioeconomic data to predict populations most likely to use transit, but this only identifies what is typically referred to as “captive riders”; those who cannot make their trip by private auto due to age, income, or disability. This approach tends to ignore “choice” riders, a growing market share for transit. Travel distances and times between major attractors and work areas within the City of Bullhead City and the designated BCHMPO UZA areas that make transit an appealing option for an increasing share of the choice rider market.
  - b. Key Trip Destinations: This task includes identification of destination locations sought by both local and regional travelers. Destinations include, but are not limited to:
    - Medical centers and hospitals

- Education centers
  - Major retail centers
  - City hall and other public agency service centers
  - Senior centers
  - Major employment centers
  - Future planned activity centers expected to generate significant regional traffic.
  - High-density residential areas
  - Major parks and recreational areas
  - Resorts, hotels, and motels
  - Include locations outside of the current service area but within the designated BHCMPO UZA area
  - Key Indian Tribal areas within the BHCMPO UZA area
- c. **Key Stop Prioritization:** This step will evaluate, prioritize, and rank the universe of trip origins and destinations (some of which are identified above) to those most likely to generate significant transit ridership. Future activity is included to map their proximity to initial service routes. Future adjustments to the transit system shall be considered and discussed to address providing expanded transit system service to the identified future activity.
- d. **Route Development:** Service routes between the proposed transit-served activity centers and transit centers/transfer stations will be identified, delineated and routed to minimize mileage and/or transit time. Hours of operation will be considered and recommended, as should the need for and hours of weekend service.
- e. This should include analyzing current routes and recommending modifications and/or additional routes considering future expansion as conditions and transit travel demand dictates. Route development will also consider environmental justice and Title VI considerations to assure that the needs of minority and low-income groups and neighborhoods are considered and served. The consultant shall identify at least three alternative approaches to address the service areas identified in this task.
- f. **Fare Structure:** A reasonable fare structure will be developed and recommended. Fare box receipts shall be conservatively estimated as part of the overall system costing and identification of funding sources.
- g. **Americans with Disabilities Act (ADA) Accommodations:** ADA accessibility shall be part of the investigation and siting of transit stop locations.
- h. **Operator Procurement:** The City of Bullhead City operates its transit service. The consultant shall compare this to soliciting and contracting with a professional operator to manage and operate the transit system. The transit system operations will include dispatch, transit service, operator/driver recruitment, employment and training, operations administration, and fleet vehicle maintenance.
- i. **Rolling Stock Assessment:** Provide a general description of the revenue vehicle fleet. Include the types of vehicles operated, number of vehicles and replacement schedule

and projected costs for fleet replacement. This assessment can later be utilized in the development of a Transit Asset Management (TAM) Plan.

- j. Safety, Performance Standards, and FTA Compliance: The consultant shall identify and list various safety measures needed to assure that the transit service is maintained at a high level of safety for the passengers and other motorists. On-time performance, vehicular maintenance measures, and recordkeeping requirements shall also be outlined, using best practices from similar transit systems in comparable communities in the Southwestern United States. The consultant shall identify and quantify the portion of the cost of the transit service that will be met with FTA funds, and the sources and amounts of funds needed to supplement the FTA funds. These identified measures will be utilized in future plan development such as the Public Transit Agency Safety Plan (FTASP).
- k. Transit Stops: Transit stop locations along the transit routes will be identified and mapped. Individual transit stop improvements are relatively expensive to construct individually as a stand-alone project, but much more affordable when done as part of a larger construction project for the multiple transit stops that will be needed for the initial transit system infrastructure. The consultant shall develop, as part of this study, a set of recommended transit stop improvements including but not limited to:
  - Visual theme, color palette, and branding design for the Bullhead Area Transit system
  - Signage including schedules and contact information (content, size, location)
  - Wayfinding information, signage, and locations (content, size, location)
  - Seating – provisions for shading anywhere a shelter may not be located (size, location, type)
  - Shelters at high boarding locations (size, locations, concept plan)
- l. Access routes to transit stops shall be scrutinized to identify evident “architectural barriers” with any needed corrections identified and noted with a mitigating solution. The objective is to provide an ADA compliant access routes to/from the origin and destination points. The transit stops shall be sited in locations that will enable a barrier-free design so that those with wheelchairs, walkers, and other mobility aids can safely and conveniently access the transit stop site and transit vehicles. If the initially identified location for a transit stop is determined to be relatively expensive to be designed and constructed to meet ADA and transit standards, an alternate nearby location shall be identified for the transit stop.
- m. Transit Staff Evaluation and Needs Assessment: The consultant shall identify, evaluate, and develop recommendations with regards to current and anticipated staffing needs. This section shall also include evaluation of current Transit division job responsibilities for all staff positions, as well as a salary assessment of those positions with regard to position responsibilities and position titles. Evaluation needs to include comparison to positions with agencies providing comparable levels of service to Bullhead Area Transit System. Recommendations need to correlate to any suggested future developments planned and suggested for the system to meet the needs required by those changes.

- G. Work Task 6: publish the Short Range Transit Plan in accordance with subtasks listed below

Work product: Draft Short Range Transit Plan for Bullhead Area Transit System

1. Develop Draft Short Range Transit Plan
  - a. Executive Summary
  - b. Overview of Transit System: Working Paper 1
  - c. Goals, Objectives and Standards: Working Paper 2
  - d. Service and System Evaluation: Working Paper 3
  - e. Operations, Financial and Marketing Plan : Working Paper 4
  - f. Short Range Plan Preparation: Working Paper 5
2. Provide draft to Bullhead Area Transit System Commission, Bullhead City Council, and BHCMPO Boards for review and comment. Incorporate comments and finalize final Short Range Transit Plan.
3. Major Project Deliverables:

The PMT will review each required deliverable and provide comments to the consultant. Prior to the consultant submitting the final versions of each deliverable, PMT must approve each deliverable's format and content.
4. Project Meeting and Reporting Requirements
  - a. Meetings
    - The consultant shall meet with the PMT and/or the TAC on a regular basis as described in the PMP during the duration of the project. The consultant shall provide meeting minutes to the TAC within five (5) business days after each meeting.
    - Progress Reports
    - For each monthly reporting period, the consultant shall provide a progress report covering its accomplishments. The progress reports shall contain the following:
      - A description of the work completed;
      - Tasks expected to be performed for the next reporting period; and
      - Explanation of problems and delays encountered for the current reporting period, and anticipated for the next reporting period.
    - The consultant shall provide progress reports to PMT in a Microsoft Word format no later than seven (7) business days after each reporting period.