

Exhibit A

Scope of Work

This scope of work documents the steps necessary to support Everett Transit in the development of a Long Range Plan for a 20-year time horizon. It includes a robust public involvement/outreach element that prioritizes outreach at the beginning of the process to establish a clear vision for the plan based upon information that summarizes the planning context. The scope takes a strategic look at financial scenarios to understand the long-term financial environment and to ensure the plan is robust and sustainable. The scope also includes an evaluation of service planning concepts in order to establish a preferred concept and the development of service standards that will support the implementation of the Long Range Plan. All of these elements will provide a clear vision and executable plan for Everett Transit's future.

Overarching assumptions

- Duration of contract is approximately from December 2016 through March 2018.
- All public outreach and involvement strategies shall be cognizant of the current City of Everett – Everett Transit's Federal Transit Administration Title VI Program.
- Consultant has included a budget for large scale printing (e.g., display boards). Costs of this nature will be coordinated by Consultant, and will be billed directly to Client.
- Consultant has included a budget for saturation mailings, or other notifications/ advertisements (e.g., online ads). Costs of this nature will be coordinated by Consultant, and will be billed directly to Client.
- Consultant will not incur direct costs for venue rentals/audio-visual. Costs of this nature will be billed directly to Client.
- The work expressly does not include assessing any implications that Consultant's recommendations may have on the safety of pedestrians, drivers, or bicyclists.

The following project tasks are required to complete the work:

1. Project Management and Outreach Strategy

This task encompasses the high-level management of the process, including meetings with Everett Transit staff and operators, the Transportation Advisory Committee and the City Council. Additionally, this task supports the development of the outreach strategy for the planning process.

- 1.1. Attend and facilitate a project kick-off meeting with Everett Transit staff.
- 1.2. Prepare for and attend at least two, up to four meetings of the Transportation Advisory Committee.
- 1.4. Submit monthly progress reports with invoices and coordinate scope of work execution on a weekly basis with Everett Transit's project manager.

1.5. Outreach Strategy Development and Communications - Meet with Everett Transit and City staff to develop a successful community engagement strategy, including identifying key stakeholder and neighborhood groups, partner agencies, engagement with the Transportation Advisory Committee and internal staff. The strategy will identify the decision-making opportunities throughout the planning process, existing venues that can be leveraged, the role of social media and online platforms as well as detailing the responsibilities of the Consultant and Everett Transit staff. Initial outreach support will include the development of a static page for www.everetttransit.org and a “toolkit” for distribution of outreach materials.

Deliverables:

- Public involvement plan that outlines roles/responsibilities for Client and Consultant team
- Content and static graphics for one subpage of www.everetttransit.org to ensure online project information availability
- A “toolkit” for Client distribution in direct neighborhood outreach, assumed to include a PowerPoint template and project fact sheet for general communications. Fact sheet development will also provide recommendations for translated content. Update PowerPoint twice over duration of project.
- Content and graphical layout for one saturation newsletter or other existing City saturation publication communicating final Long Range Plan at conclusion of project.

Outreach:

- No direct outreach will occur with this task, but the materials generated in this task will support outreach activities

2. Planning Context and Transit Trends Analysis

This task reviews existing and planned conditions (land use, transportation demand and capacity, demographics and planned capital investments) in order to understand how Everett Transit fits within the regional transportation network and the issues that should be considered in the planning process. The information from this task will be summarized in infographics that will be used for outreach purposes.

2.1. Everett Transit Data Review - Consultant will review all necessary existing conditions data provided by Everett Transit, including but not limited to: ridership, route structure, operational metrics, capital facilities, passenger amenities, administration services, and technology.

2.2. Local and Regional Plan and Data Review - Consultant will review relevant plans and programs, including but not limited to: City of Everett Comprehensive Plan and supplements, land use and transportation forecasts, subarea plans, transit plans, non-motorized plans; relevant documents from WSDOT, PSRC Vision 2040, Snohomish County, Sound Transit, and other adjacent jurisdictions.

2.3. Transit Trends and Conceptual Infographics - Using the information generated from the planning context and financial analysis, Consultant will develop infographics that detail how transit and transportation is trending and how Everett Transit may provide mobility in the future. The infographics will convey high-level depictions of transit service typologies and will highlight the inherent trade-offs between aspects such as frequency, coverage, speed, service span, private-public provision and multimodal integration. Additionally, they will provide a summary of the interaction between transit-supportive land use thresholds and how they relate to changes in transit service provision. The infographics will support the visioning outreach activities highlighted in Task 4.

Deliverables:

- Consultant will consolidate and develop necessary materials (website, boards, handouts, etc.) that will support the vision-setting outreach activities. Information presented will include a summary of the long range planning process, an overview of current agency and city plans, and other documentation of the planning context.
- Summary of trends in transit demand and service (fixed-route and paratransit) Identify anticipated/directed population and employment growth areas within the service area, to include potential areas of growth not currently in Everett Transit service boundaries in order to account for future city expansion plans.

Outreach:

- Outreach deliverables include the materials generated in this task that will support outreach activities

3. Financial Scenario Analysis

This task provides the key financial scenario modeling in order to establish an understanding of the resources and issues that should be considered when developing the future service plan and supporting capital elements.

Data Needs: Historical financial data for Everett Transit including: revenue, service hours, FTE, wage and benefit rates, and fleet purchases.

3.1. Cost and Revenue Analysis - Consultant will analyze labor costs for Everett Transit and sales tax revenues, which are key factors in Everett Transit's financial ability to provide service. Labor cost analysis will look at how costs have changed over time and how they scale with service. The analysis will focus on changes in salary and benefits by employee category and assess the implications for future trends. The analysis will also look at how the number and type of employees change with changes in service and the implications for future service needs. Sales tax revenue analysis will project future sales tax revenue for Everett Transit at different points in time and provide high, medium, and low estimates. The projections will be based on a model of the central Puget Sound economy developed by ECONorthwest, originally for the Puget Sound Regional Council, with a specific treatment of the local City of Everett economy.

3.2. Grant Opportunities Assessment – This task will research and assess the funding landscape for Everett Transit’s capital needs over the long-term. Consultant will research federal grant opportunities and trends for bus fleet replacement and other capital projects, such as maintenance base improvements. Consultant will also analyze the number and amount of past awards for Everett Transit. Consultant will summarize key findings and implications for Everett Transit’s long-range planning and assess the implications of future award amounts on funding capital projects under a baseline and downside scenario.

3.3. Financial Evaluation of Preferred Concept- This task will use the analysis and findings from Task 3.1 to evaluate financial implications of the Long-Range Plan’s preferred service plan. Consultant’s evaluation will assess the potential for sales tax revenue, fares, grants, and other revenue sources to pay for the likely annual operating costs and needed capital improvements in the future. The evaluation will consider a number of scenarios assuming different growth in revenues and costs. The evaluation will identify any potential funding gaps and the funding options to supplement existing revenue sources if necessary

Deliverables:

- Memorandum summarizing sales tax revenue forecasts, grant opportunities and competitiveness, and labor cost evaluation. Memorandum will serve as an appendix in the final plan.
- Presentation materials summarizing findings from each subtask.

Outreach:

- No direct outreach will occur with this task.

4. Visioning Outreach

This task will present the material from Task 2 and Task 3 to gather public, agency and stakeholder input to develop the vision for Everett Transit. It encompasses a comprehensive in-person and online presence to ensure all interested parties are able to participate in the process.

4.1. Internal and External Outreach - With material from Task 2 and Task 3, Consultant will support Everett Transit in an outreach process to discuss and collect input to develop the long-term vision for Everett Transit. The goal of the visioning exercise is to support discussion among the public, stakeholder groups, internal departments and partner agencies to inform the development of network scenarios that achieve the vision. The specific meetings, outreach and stakeholder groups will be determined in Task 1 during the outreach strategy development. The visioning outreach task will include:

- Plan logistics, provide on-site set up and facilitate two “visioning workshop” public meeting/workshops to be held on the same day. Three consultant staff shall attend event to lead set-up and facilitation. Day assumed to include one daytime workshop with business/employers, and one evening workshop for general public audience.

- Develop online survey to facilitate feedback process.
- Translate in-person visioning event content for online audience. Consultant will provide a multi-page/station online open house (OOH) based on Consultant's demo.publicmeeting.info template. The online open house will include Google Analytics (one report per open house) and access to public involvement tracking software EnviroLytical for the duration of the online open house. Open house pages will be archived upon completion unless longer term hosting is requested.
- Promote public outreach effort with up to 8 online advertisements, including social media.
- Develop up to three additional notifications (e.g., poster for on-board outreach, email, press release).
- Notifications to business/employers assumed to be compiled and completed by Everett Transit staff.
- Compile summary of engagement. For analysis purposes and budget assumptions, online survey assumed to not require narrative comment analysis (e.g., all choice or scale questions), with up to 1000 responses, and narrative comments to be no more than 100 total received.

Deliverables:

- Public comment period/meeting plan with roles and responsibilities
- Online survey content
- Online open house archive PDF
- Eight (8) online advertisements
- Three (3) additional advertisements
- Summary memorandum and PPT slides of input received (1 draft, 1 final)

Outreach:

- Consultant will support an in-person evening general public open house, a daytime business/employer workshop and online open house along with supporting documentation for visioning workshops to be led and attended by Everett Transit staff at key stakeholder group meetings. Details of outreach will be finalized with the outreach strategy development.

5. Service Plan Concepts Evaluation and Outreach

This task will develop two distinct service plan concepts for evaluation and will seek public and stakeholder input on the concepts in order to guide the process towards a preferred service concept. An in-person and online public outreach effort is assumed for this task to gather feedback on the plan concepts.

5.1 Performance Measure Development – Consultant will work with Everett Transit staff to develop a set of performance measures that are aligned with the vision developed in Task 4 to use in the service plan evaluation process. The metrics are expected to be consistent with measures identified in the

Everett Comprehensive Plan as well as metrics common throughout the transit industry. An in-person meeting is planned for development of the performance measures.

5.2. Service Plan Concepts Evaluation - Consultant will leverage the input gathered through the visioning outreach and internal meetings with Everett Transit staff to develop a set of two (2) distinct service plan concepts for evaluation. It is expected that the service plan concepts will be developed in coordination with Everett Transit staff. The service plan concepts will encompass a set of service typologies to spatially represent key transit nodes and connections and the underlying land use and travel demand that necessitates those typologies. A combination of methodologies will be used to evaluate the service plan concepts in order to report high-level summaries of ridership, mode share, geographic coverage, multimodal integration and other performance metrics. Data and platforms may include the Sound Transit travel demand model, the Snohomish County travel demand model, GIS spatial queries and Remix software.

Contingency Task – The outreach element in Task 5 has a majority of its budget currently in the contingency reserves, with some hours reserved as a placeholder in the Task 5 budget. Full implementation of Task 5.3 would require approximately \$20,000 from the contingency budget. However this level of outreach may not be needed upon development of an outreach strategic plan and the funds may be reallocated to separate tasks as the project process unfolds.

5.3. Feedback on the Service Plan Concepts – An in-person general public open house and a complementary online feedback format are assumed in order to obtain detailed feedback on the service plan concepts with the objective of determining a preferred service plan for the Long Range Plan. Consultant will translate technical team content related to the concepts to gather feedback on network and financial proposals as follows:

- *Modify original online survey to facilitate second round of feedback.*
- *Plan logistics, provide on-site set up and facilitate one public meeting. Three consultant staff shall attend event to lead set-up and facilitation.*
- *Consultant will update existing online open house template developed in Task 4, a multi-page/station OOH based on Consultant’s demo.publicmeeting.info template. The online open house will include Google Analytics (one report per open house) and access to public involvement tracking software EnviroLytical for the duration of the online open house. Open house pages will be archived upon completion unless longer term hosting is requested.*
- *Promote public outreach effort with up to 8 online advertisements, including social media.*
- *Develop up to three additional notifications (e.g., on-board outreach poster, email, press release).*
- *Compile summary of engagement. For analysis purposes and budget assumptions, online survey assumed to not require narrative comment analysis (e.g., all choice or scale questions), with up to 1000 responses, and narrative comments to be no more than 100 total received.*

Deliverables:

- Memorandum detailing the chosen performance measures and the results of the service plan concept evaluation. Memorandum will serve as an appendix in the final plan.
- Necessary materials summarizing the service plan evaluation for outreach activities
- Online open house archive PDF
- Eight (8) Online advertisements
- Three (3) Additional advertisements
- Summary memorandum and PPT slides of input received (1 draft, 1 final)

Outreach:

- Consultant will support the content update for an online open house and will review public feedback along with providing supporting materials for Everett Transit-led workshops at key stakeholder group meetings. Details of outreach will be finalized with the outreach strategy development in Task 1.

6. Service Standards and Draft Plan Development

This task will incorporate the feedback from Task 5 to develop and evaluate a preferred service plan concept, determine a set of service standards, and to consolidate all supporting information into a draft Long Range Plan document. Outreach will primarily be informative in nature, with updates detailing how the feedback from prior tasks led to the current draft planning document. Feedback and input will be more informal in nature as compared to Tasks 4 and 5 outreach elements.

6.1. Preferred Service Plan Development and Evaluation - Consultant will work with Everett Transit staff to incorporate the previously evaluated performance measures, and the feedback received on the service plan concepts in order to develop a preferred service concept for inclusion in the plan. This will encompass at least one (1) in-person workshop with staff to finalize the preferred service plan. Upon finalization of the preferred service plan, Consultant will apply the same performance metrics utilized in Task 5 to provide a high-level evaluation.

6.2. Service Standards Development – Consultant will work with Everett Transit staff to develop the appropriate service standards and thresholds for measuring and implementing the Long Range Plan. The standards will provide guidance for when operational or capital investments are needed based upon changes in demand or service operation characteristics and will be developed to allow Everett Transit to monitor them periodically to calibrate future service plans.

6.3. Preferred Service Plan Support Analysis – With an understanding of the preferred service plan, Consultant will work with Everett Transit to determine and document the capital and administrative support necessary to implement the plan. This includes fleet and maintenance base needs, passenger amenities, human resource requirements, and technology needs and the estimated high-level costs associated with these investments.

6.4. Draft Plan Development – Consultant will incorporate the material generated in Task 2, Task 3 and Task 6 to develop a draft Long Range Planning document that provides a clear vision for Everett Transit with a summary of the financial and capital support needed to achieve that vision.

6.5. Informative Outreach Update - Consultant will support Everett Transit in updating necessary online materials to provide information to the public highlighting the draft Long Range Planning document. It is assumed that any feedback or in-person outreach will be managed through Everett Transit staff.

Deliverables:

- Memorandum documenting the preferred service plan development and evaluation, the service standards development process and the supporting analysis from subtasks 6.1, 6.2 and 6.3. Memorandum will serve as an appendix in the final plan.
- Draft Long Range Plan document, including necessary maps, graphics and text.

Outreach:

- Content necessary to update online materials and support Everett Transit staff.

7. Final Plan Development

This task provides resources for the necessary modifications to the draft plan based in order to finalize the Long Range Plan for adoption by the City Council.

7.1. Final Long Range Plan – Consultant will support Everett Transit in finalizing the draft plan based on public, agency, and stakeholder feedback. The final Long Range Plan document will leverage graphics and figures to convey the message of the plan, with more detailed information provided in the appendices developed in prior tasks.

7.2. Plan Adoption – Consultant will provide support to Everett Transit staff for up to one revision of the planning document during the plan adoption process. It is assumed that a majority of the in-person and document updates will be completed by Everett Transit staff.

Deliverables:

- Final Planning document, including necessary maps, graphics and text with supporting appendices.

Outreach:

- No formal outreach is planned in this task.

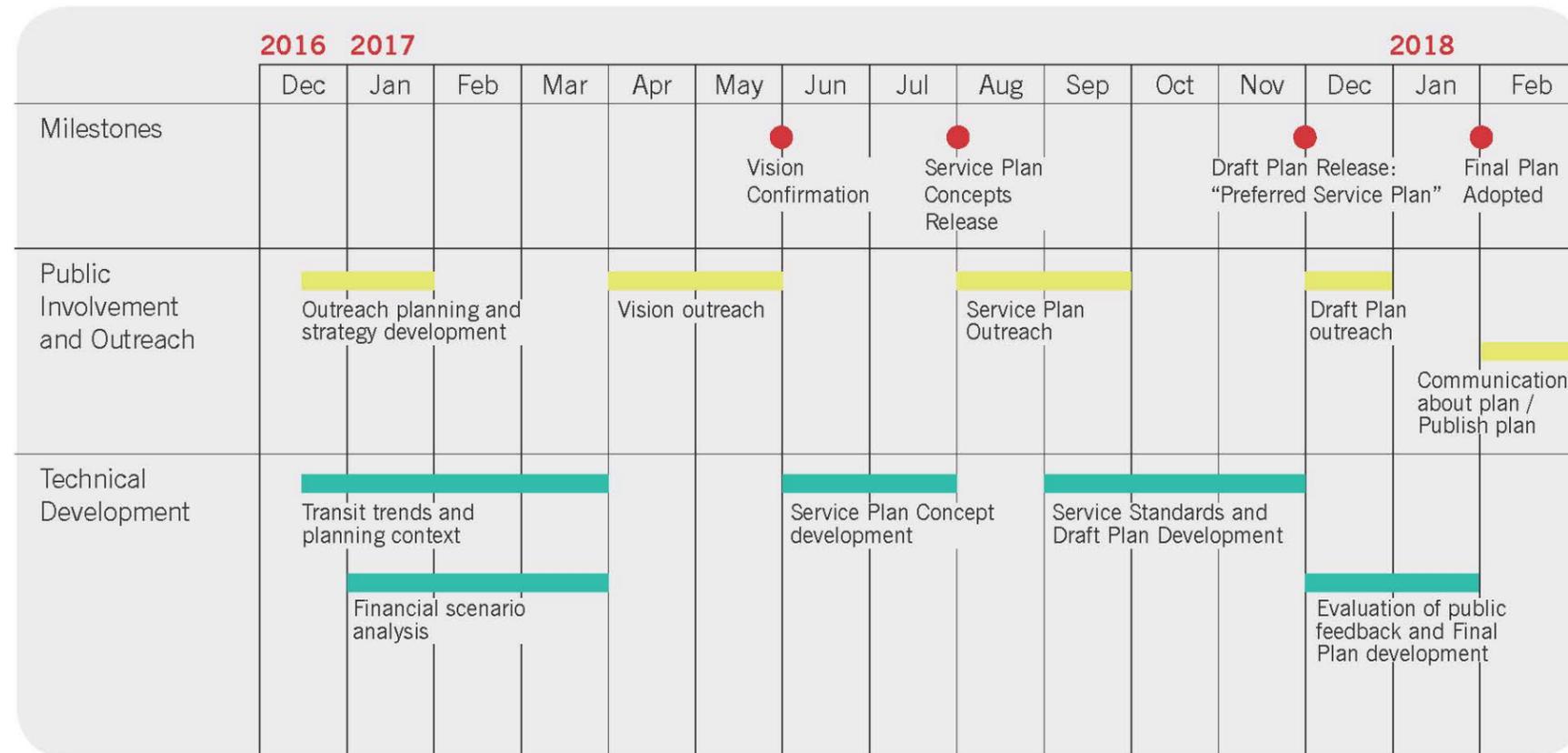
Budget Estimate

Firm		Fehr & Peers					EcoNW			EnvirolIssues							
Name		Chris B.	Aaron G.	Sarah K.	Peter N.	Yukari B.	Matthew K.	Erik R.	Jared R.	Erin T.	Multiple	Multiple	Jenny K.				
Title		Principal	Project Manager	Engineer	GIS/VisCom	Admin	Director	Sub PM	Analyst	Sub PM	Associate	Coordinator	Creative Studio				
Task	Description	\$225.00	\$160.00	\$115.00	\$120.00	\$110.00	\$194.00	\$143.00	\$77.00	\$157.60	\$102.00	\$83.64	\$102.51	Fehr & Peers	EcoNW	EnvirolIssues	Total Budget
1	Project Management and Outreach Strategy	24	44	0	0	28	4	1	1	29	21	5	0	\$ 15,520	\$ 996	\$ 7,131	\$ 23,647
2	Planning Context and Transit Trends Analysis	12	48	102	40	0	0	0	0	10	36	9	21	\$ 26,910	\$ -	\$ 8,153	\$ 35,063
3	Financial Scenario Analysis	4	8	0	0	0	15	46	64	0	0	0	0	\$ 2,180	\$ 14,416	\$ -	\$ 16,596
4	Visioning Outreach	8	8	0	0	0	0	0	0	30	95	70	62	\$ 3,080	\$ -	\$ 26,628	\$ 29,708
5	Service Plan Concepts Evaluation and Outreach	14	44	98	50	0	0	0	0	30	0	0	0	\$ 27,460	\$ -	\$ 4,728	\$ 32,188
6	Service Standards and Draft Plan Development	24	68	186	60	0	0	0	0	5	29	4	0	\$ 44,870	\$ -	\$ 4,081	\$ 48,951
7	Final Plan Development	8	32	36	24	0	8	14	17	0	0	0	0	\$ 13,940	\$ 4,863	\$ -	\$ 18,803
	Labor Total Hours	94	252	422	174	28	27	61	82	104	181	88	83	\$ 133,960	\$ 20,275	\$ 50,721	\$ 204,956
	ODC (printing, travel, mailings, etc.)																\$ 15,000
	Contingency Reserve (15%)																\$ 30,743
	Final Total													\$ 133,960	\$ 20,275	\$ 50,721	\$ 250,699

Estimated Schedule



Everett Transit Long Range Plan Development Timeline



Updated 11/15/2016