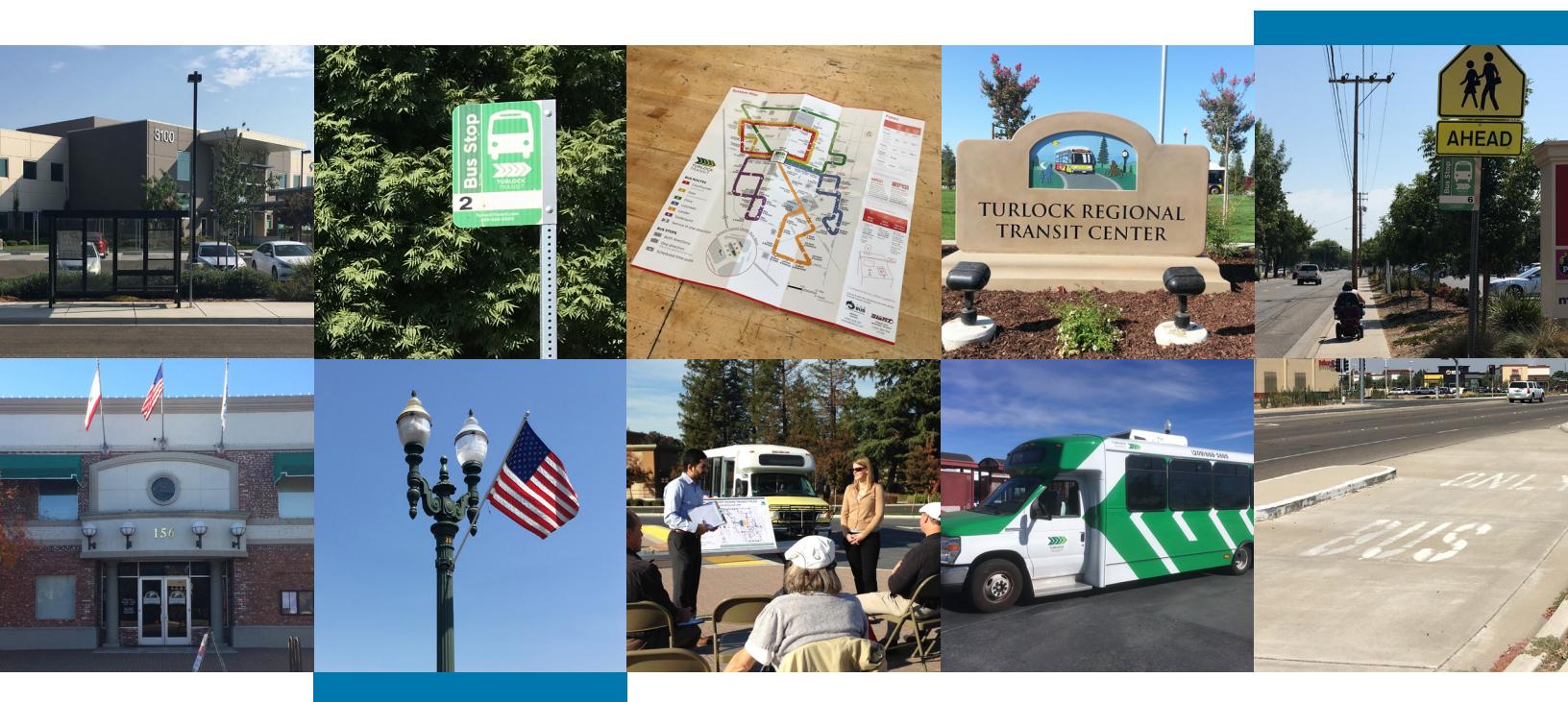


City of Turlock

Short Range Transit Plan FY 2019-24 Proposal

RFP No. 18-030



August 7, 2018





August 9, 2018

City of Turlock
Development Services Department
Attn: Wayne York
156 S. Broadway, Suite 150
Turlock, CA 95380

RE: Short Range Transit Plan FY 2019-24, RFP No. 18-030

Dear Mr. York,

On behalf of Nelson\Nygaard Consulting Associates, Inc., I am pleased to submit this proposal to the City of Turlock for the 2019-24 Short Range Transit Plan. We are excited about the possibility of working with the City of Turlock again and are committed to the project's success.

Transit is at the core of Nelson\Nygaard's practice. Most of our staff have worked at transit agencies and are transit riders. We understand the constraints that transit systems operate under, as well as the needs and expectations of riders and other constituents. We pride ourselves on finding common ground between competing priorities to develop policies and plans that:

- Improve service
- Are practical and implementable
- Achieve a high level of public support

With this combination of skills and expertise, we are more than qualified to take on this project.

To help the City effectively develop this plan, we have assembled a team that combines national expertise with local knowledge. James Gamez will serve as principal-in-charge. James specializes in transit operations and capital planning. James served as project manager for the 2015 Turlock Transit Short Range Transit Plan (SRTP). Sam Erickson will serve as project manager. She has undertaken several SRTPs around the country. She is known for producing highly implementable projects that enable clients to hit the ground running. Further, she has a background in paratransit planning and contract review. Brendan Rahman will serve as our deputy project manager.

We hope you will recognize our staff capabilities, firm experience, and strength of our proposal as indications of our capacity to carry out this project.

We submit our proposal in accordance with the terms and conditions outlined in the Request for Proposal, and our offer will remain in effect for at least ninety (90) days from the date of submittal, August 9, 2018. We also acknowledge receipt of Addendum 1, received July 20, 2018 and Addendum 2, received August 5, 2018.

If we can provide any additional information about our firm or this proposal, please do not hesitate to contact Samantha Erickson at serickson@nelsonnygaard.com or 503-227-3463, or me at pjewel@nelsonnygaard.com or 415-284-1544. I am authorized to negotiate with the Turlock Transit in connection with this effort.

Sincerely,

A handwritten signature in blue ink that reads "Paul Jewel".

Paul Jewel, Principal

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Appendix

- A: FULL RESUMES**
- B: EXCEPTIONS MEMO**

1

Statement of Qualifications

General Information:

Nelson\Nygaard Consulting Associates, Inc.

Person authorized to negotiate contract terms:

Paul Jewel, Principal

116 New Montgomery St., Ste 500, San Francisco, CA 94105

415-284-1544, pjewel@nelsonnygaard.com

Proposal Contact: Samantha Erickson, Senior Associate

serickson@nelsonnygaard.com, 503-227-3463



GENERAL INFORMATION

We are excited about the opportunity to again work with the City of Turlock to develop the 2019-2024 Short Range Transit Plan (SRTP). This section presents our team of transit experts, hand-picked to undertake this SRTP—including two planners who worked with the City of Turlock on the 2015 SRTP, and its implementation. Key staff members' bios are included on subsequent pages, detailing our professional qualifications and experience with similar work. Our proposal includes the following components:



General Information
including key team
members



Background
on Nelson\Nygaard



Experience
and qualifications
relevant to this project



Capacity
to deliver this
project on time and
on budget



References
from relevant clients



Project
Understanding



Technical Proposal
including the scope
of work



Cost Proposal
for the scope of work,
including optional
tasks



Full Resumes
Appendix A



Exceptions
Appendix B

KEY STAFF

We are pleased to offer a team of experts in the transit planning field to complete this Short Range Transit Plan for the City of Turlock. Our key staff members' bios are included below, detailing their professional qualifications and experience with similar work. Full staff resumes can be found in Appendix A.



SAM ERICKSON, SENIOR ASSOCIATE | ROLE: PROJECT MANAGER

Sam has 15 years of experience in transit service planning, specializing in operations planning and service implementation. With an understanding of the local and regional mobility needs in rural and suburban communities and the challenges of providing such service, she excels at getting people excited to implement tactics that improve efficiencies and help agencies and communities solve business problems. Sam has participated in over a dozen of short-range transit plans, in Maryland, California, and North Carolina. For Livermore-Amador Valley Transit Authority, she helped with the comprehensive operational analysis and is currently involved in the paratransit service evaluation with the City of Pleasanton. Previously, Sam designed fixed-route service and managed service cuts at her former role at the Greater Cleveland RTA and SamTrans. Sam thrives in front of the public.

Availability: 30%



JAMEZ GAMEZ, PRINCIPAL | ROLE: PRINCIPAL-IN-CHARGE

James brings more than 13 years of transit planning experience, specializing in system design, performance evaluation, public outreach, and plan implementation. James has led and played a major role in comprehensive operational analyses in Antelope Valley, CA; Corpus Christi, TX; and Lincoln, NE. James has also managed short range transit plans for Ventura County, CA; Turlock, CA; Pueblo, CO; Las Cruces, NM; San Marcos, TX; and Round Rock, TX.

Prior to joining Nelson\Nygaard in 2013, James spent the previous eight years of his career at the Capital Metropolitan Transportation Authority. At Capital Metro, he held the position of Principal Planner, managed the agency's first COA, and led initial implementation of its 10-year plan. During his tenure, he implemented service improvements that resulted in increased ridership, efficiency, and customer satisfaction.

Availability: 15%



TIM PAYNE, PRINCIPAL | ROLE: PROJECT ADVISOR

Tim is a professional transit practitioner with more than 35 years of experience. He is co-director of the firm's national transit practice. Tim's planning experience has been accrued at "street level" which provides clients with a unique blend of reality, insight, and passion.

Tim is a dynamic presenter, accomplished leader for intricate collaborative projects, and experienced in a public environment with many different stakeholders. His widely varied experience offers clients a high level of technical competence in analyzing and building alternative solutions for today's complex transportation environment. Tim has extensive bus planning and implementation experience in cities of all sizes across the United States.

Prior to joining Nelson\Nygaard, Tim completed a 22-year career with Pierce Transit in Tacoma, WA where he managed all aspects of transit planning including close coordination with regional transit partners in the Puget Sound region.

Availability: 15%



BRENDAN RAHMAN, ASSOCIATE | ROLE: DEPUTY PROJECT MANAGER

A key player in supporting Turlock's 2015 SRTP implementation, Brendan has seven years of experience as a transportation consultant in the United States and Canada. He understands the connection between people, public transit, and the communities in which they thrive. Brendan brings a diverse skillset to the team, including management, analysis, and design. He specializes in the following areas:

- Leading complex GIS processes with multiple team members and shifting requirements
- Conducting transit analyses involving demographics, ridership, travel patterns, surveys, peer reviews, running time, and scheduling
- Developing values- and data-driven evaluation frameworks for capital projects
- Communicating planning concepts in creative ways, including graphics-rich documents, outreach materials, and branding
- Developing cost-effective transit marketing strategies

His recent work includes conducting a run time and schedule efficiency analysis to assist with SRTP implementation on Kaua'i, HI; managing a transit marketing plan for Central Transit in Ellensburg, WA; coordinating a multimodal capital project evaluation framework in Indianapolis; and leading design efforts for the Orange County Transportation Authority (OCTA) Transit Vision.

Brendan will serve as the deputy project manager for the Turlock SRTP, supporting Samantha on all aspects of the project and managing the technical tasks.

Availability: 40%



DAN SOMMERVILLE, ASSOCIATE | ROLE: PROJECT PLANNER

Dan's transit planning practice is rooted in foundations from his time in service development planning at the Ann Arbor Area Transportation Authority and public transportation advocacy at the Michigan Environmental Council. He specializes in public transit, and transportation demand management. Whether listening to fellow transit riders tell their stories or diving deep into the intricacies of program budgeting, Dan is passionate about using his skills to help communities grow into healthier and more sustainable places. He has worked on public transportation projects at the local, regional, and state levels, giving him a thorough understanding of the systemic layers across boundaries and administrations. His technical experience includes data analysis, GIS, Adobe Creative Suite, web content management, AutoCAD, and SketchUp.

Availability: 35%

BACKGROUND



WE PUT PEOPLE FIRST

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with over 130 people in offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

NELSON\NYGAARD SPECIALIZES IN:



TRANSIT

Designing and developing great transit services for people



PARKING AND DEMAND MANAGEMENT

Creating livable places with better management of parking supply and demand



EMERGING MOBILITY

Collaborating on solutions for people in a new era of mobility



ENGINEERING DESIGN AND DEVELOPMENT

Analyzing movement to improve connectivity and reduce environmental impacts



PARATRANSIT AND COMMUNITY TRANSPORTATION

Achieving service/cost performance and ADA compliance for demand-responsive services



CAMPUS MOBILITY

Improving mobility choices at university, corporate, and medical workplaces



ACTIVE TRANSPORTATION AND SAFETY

Making places better for people to walk, bike, and gather



MOBILITY MANAGEMENT

Coordinating and enhancing an individual's access to more mobility options

TRANSIT EXPERIENCE

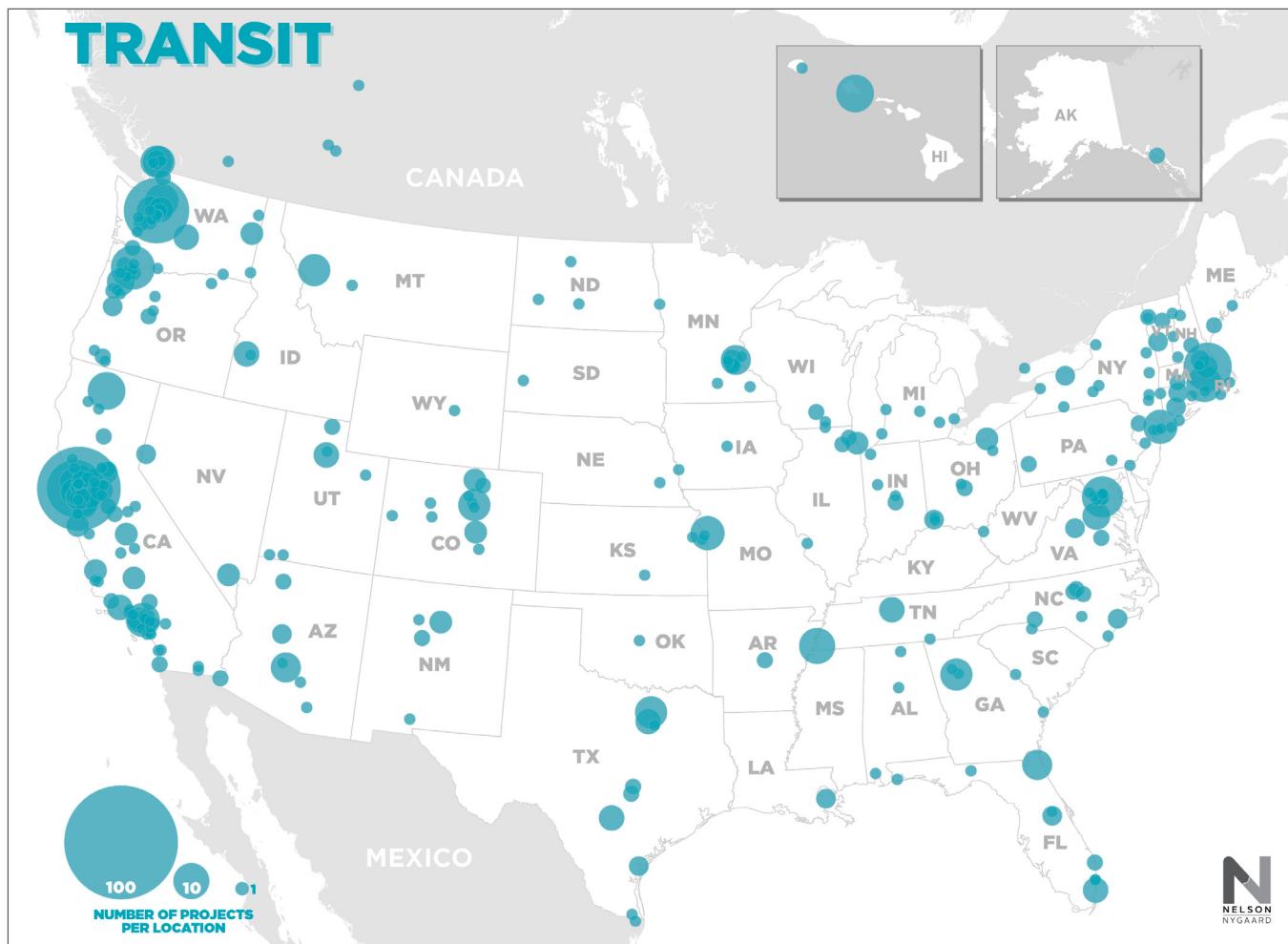


Transit planning is at the core of Nelson\Nygaard's practice. Our national and international experience covers all types of transit, from the largest and most complex transit systems to small, rural systems.

We specialize in redesigning existing services to make them more effective, developing new services such as light rail, BRT, and streetcar, and crafting Transit Master Plans that set practical strategies to move transit from today into the future.

Our approach is comprehensive, collaborative, and creative. Working together, we help identify needs and opportunities to develop practical plans that communities will embrace.

The map below provides an example of Nelson\Nygaard's depth of experience with transit-related projects.



We have worked closely with transit agency staff and key stakeholders to produce some of the most successful transit service planning and investment strategies in the United States. The following map provides an example of Nelson\Nygaard's depth of experience with transit-related projects.

PROJECT EXPERIENCE

We specialize in transportation plans that are fundable, cost-effective, and sustainable. This section showcases a selection of Nelson\Nygaard projects relevant to the 2019-2024 Turlock SRTP. Each one helps to demonstrate our ability to exceed expectations for Turlock. The projects also highlight the specialized skills that we will use to deliver the scope of work. Some of our recent clients include:



Turlock Short Range Transit Plan



LAVTA Comprehensive Operational Analysis



LAVTA Dublin Transit Service Plan



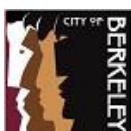
Citrus Heights Comprehensive Transit Plan



San Mateo County Commuter Bus Pilot and TDM Plan



Kaua'i Short Range Transit Plan



City of Berkeley Paratransit Shuttle Implementation Plan



Corpus Christi COA



SBCAG Santa Maria-Santa Barbara Transportation Connectivity Study

HOW WE WORK

COMPREHENSIVELY

Our approach is comprehensive. Our capabilities include everything from complex data analyses, to consensus-based goal development, and innovative community engagement to clear graphics and communications. This allows us to identify the challenges and opportunities for transit in Turlock, and establish a strong foundation for the project.

COLLABORATIVELY

Having worked in Turlock in the past, we understand many of the unique transit characteristics and constraints facing the community. Our plans—including the 2015 Turlock SRTP—are known for achieving solid public support and for being implementable. This is because we work in close collaboration with clients from beginning to end. As a result, by the end of the 2019-2024 SRTP, the recommendations will have broad support from the project team, local partners, city staff, elected officials, and most importantly the community.

CREATIVELY

We recognize that one size does not fit all. Sustainable, high quality transit can take many forms. Our recommendations are always creative, while also being grounded in best practices and years of experience. In Turlock, we will work together to develop creative transit strategies fine-tuned for the community.

TURLOCK SHORT RANGE TRANSIT PLAN

Location: Turlock, CA

Client: City of Turlock, Development Services Division, 156 S. Broadway, Suite 156, Turlock, CA 95380

Duration: 2015–Ongoing | **Budget:** \$84,700

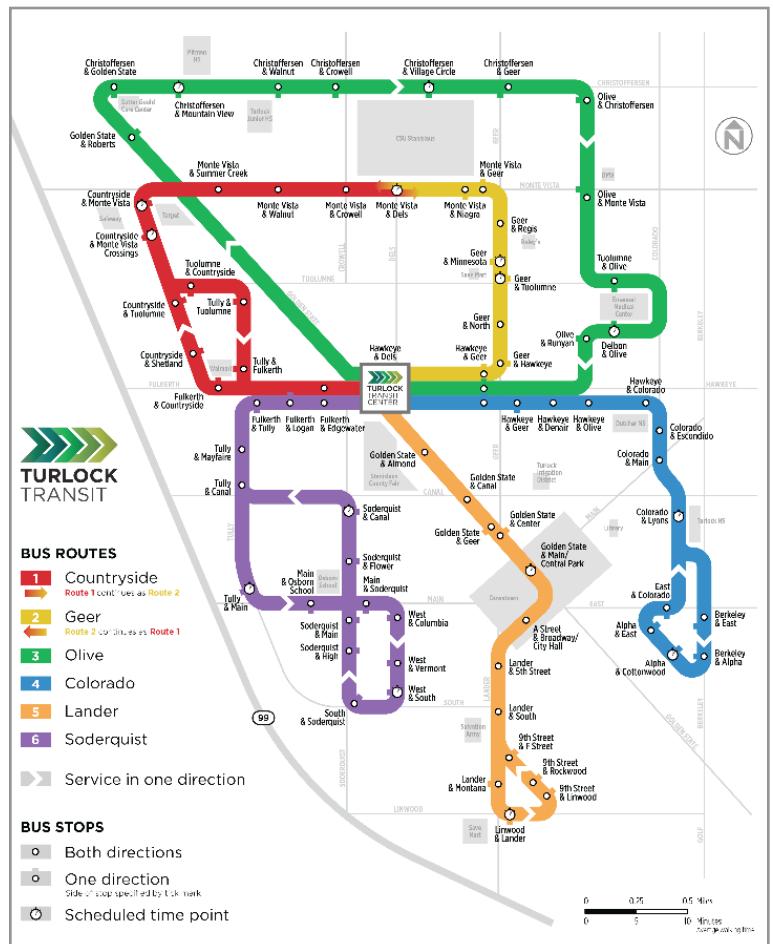
The SRTP reimagined the transit system in Turlock and was positively received by the public. After implementing our recommendations, ridership in Turlock increased by over 20%.

The Central Valley city of Turlock has grown considerably and residents have increasingly found the City's transit service to not meet their needs. Turlock's transit network ran four one-way loops at 40-60 minute headways from 6:30 a.m. to 6:30 p.m. during the week and from 10:10 a.m. to 4:10 p.m. on Saturdays.

To help improve service and have a clear plan in place for the future, the City of Turlock hired Nelson\Nygaard. After surveying residents, analyzing current service and offerings, and conducting a peer analysis, Nelson\Nygaard developed recommendations to improve service, including:

- Adding two additional routes and reducing the number of one-way loop routes to one
 - Providing later service and shorter headways
 - Offering discounted rates through passes and encouraging the use of far cards as opposed to cash
 - Redrawing Dial-A-Ride boundaries for ADA-compliant services
 - Obtaining newer vehicles
 - Adding additional amenities at popular bus stops
 - Developing a new brand and information materials

With implementation assistance from Nelson\Nygaard, the City of Turlock has implemented several recommendations. The result: happy customers and an increase in ridership by more than 20%.





LAVTA COMPREHENSIVE OPERATIONAL ANALYSIS

Location: Livermore, CA

Client: Livermore-Amador County Transit Authority, 1362 Rutan Court, Suite 100, Livermore, CA 94551

Duration: 2014-2016 | **Budget:** \$299,692

Nelson\Nygaard increased service on mainline routes, and helped put together an innovative pilot for on-demand service in areas that were difficult to serve with fixed routes.

Nelson\Nygaard conducted a Comprehensive Operational Analysis (COA) for the Livermore-Amador County Transit Authority (LAVTA). This project was a comprehensive assessment of all LAVTA fixed-route services, which primarily consist of local routes serving the Tri-Valley cities of Dublin, Pleasanton, and Livermore, with an additional express route connecting to the city of Walnut Creek. Nelson\Nygaard analyzed the existing performance of all LAVTA services and conducted an extensive market analysis, including a household telephone survey and onboard rider survey.

A short-term service plan was developed with a focus on the following goals:

- Improve ridership and farebox recovery of Rapid service, a BRT service connecting cities in the Tri-Valley
- Improve access to Bay Area Regional Transit (BART) rail service
- Reduce duplication of service
- Simplify service

Nelson\Nygaard developed an innovative approach to improving BART access: to leverage partnerships with pooled ride-hailing and local taxi services to replace a low-productivity fixed-route service. Multiple subsidy models and service areas were discussed in creating “Go Dublin”, a pilot user-side subsidy program that is a partnership with Uber, Lyft, and De Soto Cab that was implemented in January 2017. The COA also developed a roadmap for the future of transit in the Tri-Valley. Long-term recommendations include capital improvements, park-and-ride based service, increased service levels to neighborhoods, and improved BART and ACE feeder and distributor services.



LAVTA DUBLIN TRANSIT SERVICE PLAN

Location: Dublin, CA

Client: Livermore-Amador County Transit Authority, 1362 Rutan Court, Suite 100, Livermore, CA 94551

Duration: 2018 | **Budget:** \$50,000

Nelson\Nygaard helped bring the client and stakeholders together to increase service without increasing resources.

Nelson\Nygaard conducted a short-range Transit Service Plan to look for solutions to overcrowding on school-focused public routes for the Livermore-Amador County Transit Authority (LAVTA) in Dublin, one of the three cities in their service area. The project involved outreach, survey efforts, data collection, partnerships with the school system and the City of Dublin land development. The resulting operations and capital plan helped the Board of Directors agree that long-term solutions included coordination with the city and the school district. Our team was able to make suggestions to route timing, route alignment, and improve service with a neutral budget in year one, and a marginal increase in year two, all while making the system more easy to understand and the routes to school more direct. Ultimately five routes were restructured, with two more routes to be evaluated for changes in the upcoming year.



CITRUS HEIGHTS COMPREHENSIVE TRANSIT PLAN

Location: Citrus Heights, CA

Client: City of Citrus Heights, General Services Department, 6237 Fountain Square Drive, Citrus Heights, CA 91206

Duration: 2016-2018 | **Budget:** \$151,783

Nelson\Nygaard is helping Citrus Heights navigate the complexities of annexation, with the goal of delivering better transit service to the community.

The City of Citrus Heights, located in Sacramento County about 14 miles northeast of downtown Sacramento, is a bedroom suburb that is home to almost 85,000 residents and a number of major retail centers. Sacramento Regional Transit (RT), the transit provider for the Sacramento region, provides transit service to Citrus Heights.

In 1997 Citrus Heights incorporated as its own city, but chose not to be annexed into the RT service district. Since that time the City has contracted with RT to provide transit service to, from, and within the City. As the latest contract is set to expire, the City hired Nelson\Nygaard to develop recommendations for enhancing transit service in Citrus Heights and ensuring the most cost-effective delivery of those services.

To facilitate a shared understanding of key issues, Nelson\Nygaard conducted a thorough existing conditions assessment, reviewing previous planning efforts, documenting route productivity and fixed-route and demand-response ridership trends,

assessing service delivery, and calculating the financial impacts of the service contract. Our work also included best practices for similar local/regional service models and clearly identified the key transit issues, challenges, and opportunities from the community's perspective.

The study identified and evaluated four alternatives for transit service delivery in Citrus Heights, ranging from the potential for annexation into the RT district to the City taking on service delivery itself. Nelson\Nygaard staff facilitated the negotiation process with RT and unlike the last contract, which Nelson\Nygaard also assisted, is working towards annexation. The contract is in the process of being negotiated now, and will establish a new path forward with RT. It prioritizes further collaboration to ensure the delivery of productive and cost-effective transit service for Citrus Heights residents.



SAN MATEO COUNTY COMMUTER BUS PILOT AND TDM PLAN

Location: San Mateo County, CA

Client: 455 County Center, 2nd Floor, Redwood City, CA 94063

Duration: 2016-2018 | **Budget:** \$57,065

Ridership has increased 78% since Nelson\Nygaard redesigned the system and helped select a new vendor.

San Mateo County hired Nelson\Nygaard to assess the performance of a pilot commuter shuttle service, improve the ridership, and make recommendations for future service. Nelson\Nygaard led analysis on current performance and service areas, customer outreach, and developed new route and schedule development. Following the presentation of a recommended service revision, Nelson\Nygaard also created a scope of work for vendor proposals and led the RFP process and onboarding with a new contractor. The improvements have resulted in an increase in ridership of 78% and the availability of improved, timely data.

After the successful relaunch of the commuter shuttle, San Mateo County hired Nelson\Nygaard to develop an employee transportation demand management plan, that included a right size parking analysis for future development. The plan includes a variety of programs and services to achieve set modeshift targets and long term growth and employee centered targets.

FIXED-ROUTE SERVICE

Buses that come more often, later, and to new places—every day of the week.

Mainline Strategies

- 1**  LATER WEEKEND SERVICE Extend service later on Saturdays and Sundays
- 2**  HOURLY WEEKEND SERVICE Provide hourly service on Saturdays and Sundays
- 3**  LESS TIME SPENT "OUT OF SERVICE" Ensure last trips are inbound to reduce "out of service" time.
- 4**  LATER WEEKDAY SERVICE Add a later weekday trip to north and west mainline routes
- 5**  MORE WEEKDAY PEAK SERVICE Add 30-minute peak service on weekdays between Kalalau and Kilauea
- 6**  MORE WEEKDAY MIDDAY SERVICE Add 30-minute midday service on weekdays between Kalalau and Kilauea

Shuttle Strategies

- 1**  LIHUE AND KOLOA Reorganize the Lihue and Koloa shuttle routes to make them easier to understand and more reliable
 - 2**  WAILUA Add new service to Wailua (Route 800 and Route 850)
 - 3**  WAIMEA/HANAPEPE/ELE'ELE Add new shuttle service to connect Waimea, Hanapepe, and Ele'ele
 - 4**  PARTNERSHIPS Continue working with businesses and resorts to establish shuttles in the North Shore East Side, and South Shore
- 


- Proposed Lihue's Shuttle: Split the Lihue's shuttle into two separate routes: Lihue—serving the airport, downtown Lihue, and Hanamaulu; Puhi—serving KCC, Kukui Grove, Nawiliwili Rd, Kauai High School, and Rice St.
- Proposed Puhi Shuttle: Simplify the route with no one-way loops
- Proposed Koloa Shuttle: Simplify the route with no one-way loops



kauabusplan.com

KAUAI SHORT RANGE TRANSIT PLAN

Location: Kauai, HI

Client: The Kauai Bus, County of Kauai Transportation Agency, 3220 Hoolako Street, Lihue, HI 96766

Duration: 2015-Ongoing | **Total Budget:** \$250,000

Our work will allow The Kauai Bus to provide at least 25% more revenue hours without increasing operating costs.

People are visiting and calling Kauai home more than ever before. The Short-Range Transit Plan will establish a road map for the Kauai Bus that addresses strengths, weaknesses, and opportunities to public transportation options to address this growth—for residents and visitors alike.

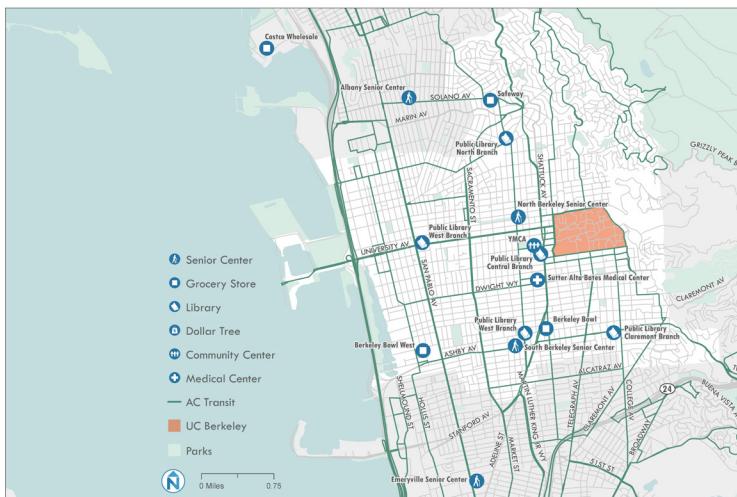
The plan seeks to provide options to cost-effectively improve mobility for the community, based on their priorities and perspectives. The plan covers a wide range of topics, including marketing, paratransit, service planning, performance standards, fares, on-time performance, and technology. The final result will contain a detailed five-year implementation plan that accounts for the funding priorities of the County of Kauai.

WHERE ELSE WOULD YOU LIKE TO TRAVEL IN THE BERKELEY AREA?

We understand that transportation options for seniors and people with disabilities in the area are limited. Help us improve our transportation services by indicating your top three travel destinations in and around the City of Berkeley.

Instructions:

1. If you visit the **North Berkeley Senior Center** more frequently, pick up three red stickers. If you visit the **South Berkeley Senior Center** more frequently, pick up three green stickers.
2. Place your three stickers on the map at your three most frequently destinations in and around the City of Berkeley.
3. If your destinations are outside of the map illustration, post your destination on a sticky note and stick it to the side of the board.



Improving Transportation Options in Berkeley

Community Meeting

Tuesday, February 7, 2017
2 to 4 PM

North Berkeley Senior Center
1901 Hearst Ave.
Berkeley, CA 94709

We need your feedback and ideas! The Berkeley Aging Services Division is considering new bus service. Join us to help improve mobility options for the Berkeley paratransit community.

For more information: 510-981-5190



BERKELEY PARATRANSIT SHUTTLE IMPLEMENTATION PLAN

Location: Berkeley, CA

Client: City of Berkeley, 1901 Hearst Avenue Berkeley, CA 94709

Duration: Phase 1: 2016-2017; Phase 2: 2017-Ongoing | **Budget:** Phase 1: \$22,900; Phase 2: \$27,900

Our work helped Berkeley identify practical transportation solutions for people with mobility limitations.

Tasked with expanding transportation choices for paratransit-eligible communities in Berkeley, the City selected Nelson\Nygaard to assist in planning for the implementation of a fixed-route bus for Berkeley. The Nelson\Nygaard team documented its analysis of existing accessible services and identified transportation gaps at outreach events. It became clear early on that a shuttle was not the best solution for the community. Instead, the consensus was to expand and improve existing services such as a taxi voucher program and an accessible wheelchair program, and help people utilize the existing fixed-route services run by regional transit operators. We then developed several service objectives and alternatives. As a result of this work, the City hired us for a second phase to identify funding, cost out, assign duties, and implement the recommendations.

Two recommendations have already been implemented to date: hiring a transportation manager and procuring an additional wheelchair van. A final version of the Paratransit Plan is being reviewed for approval now.



SBCAG SANTA MARIA-SANTA BARBARA TRANSPORTATION CONNECTIVITY STUDY

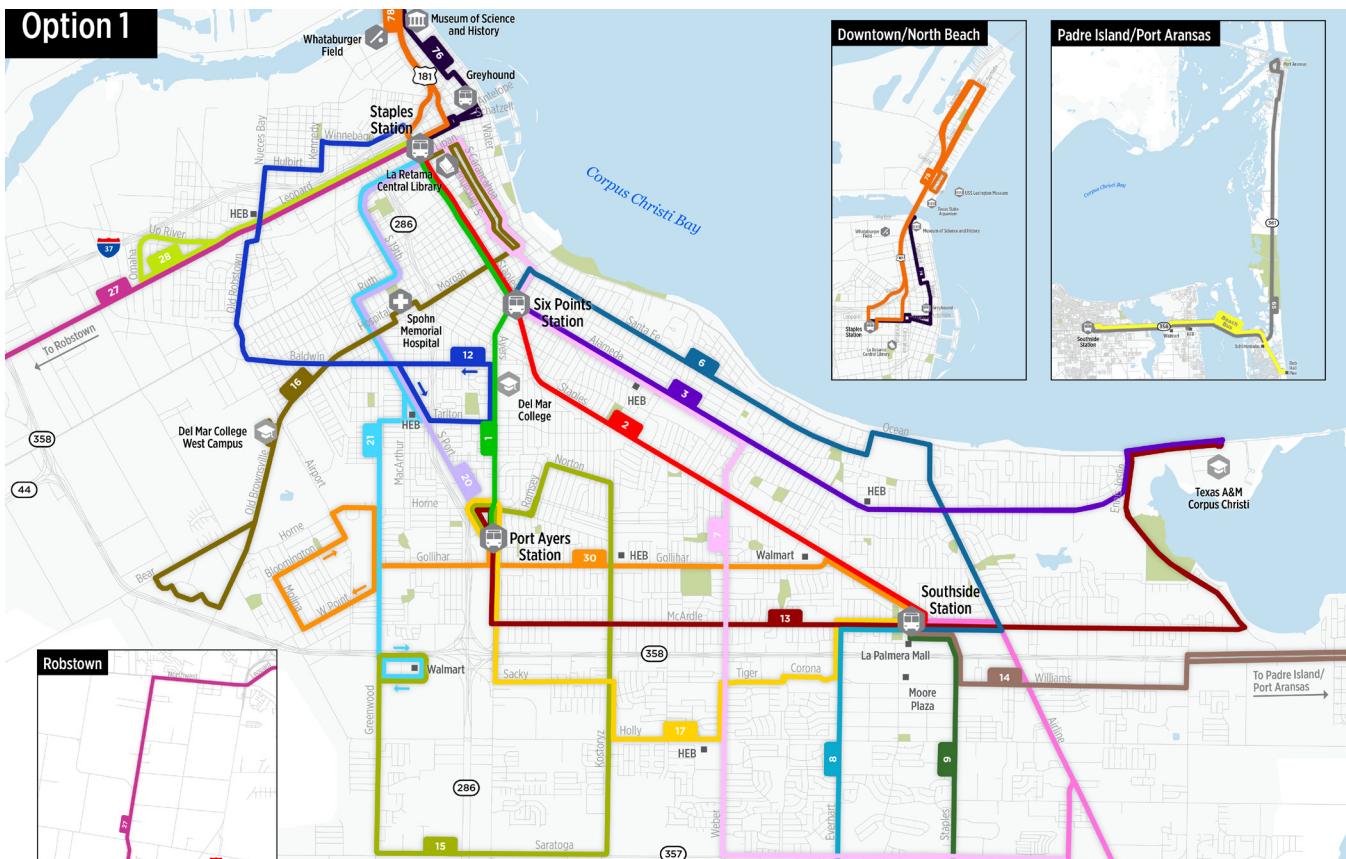
Location: Santa Barbara County, CA

Client: Santa Barbara County Association of Governments, 260 N. San Antonio Drive, Santa Barbara, CA 93110

Duration: Ongoing | **Budget:** \$87,892

A series of short to long-range recommendations were developed to streamline and bolster regional transit service while improving local connectivity.

This study sought to identify ways to improve transit and ridesharing services across Santa Barbara and San Luis Obispo counties. Nelson\Nygaard performed a comprehensive analysis of the existing transit and ridesharing services available. Our team also evaluated existing services and facilities, transit ridership, population and employment characteristics, travel patterns, and projected regional growth. A series of short to long-range recommendations were developed to streamline and bolster regional transit service while improving local connectivity. The study also identified capital investments such as new park-and-ride facilities and mobility enhancements at existing transit centers. The study's recommendations and initial implementation is expected to commence in 2018.



CORPUS CHRISTI COMPREHENSIVE OPERATIONAL ANALYSIS

Location: Corpus Christi, TX

Client: Corpus Christi Regional Transportation Authority, 5658 Bear Lane, Corpus Christi, TX 78405

Duration: 2015-Ongoing | **Budget:** \$246,290

A five-year plan was developed to improve all aspects of CCRTA bus service. Phase 1 recommendations were implemented in January 2017 and Phase 2 recommendations are scheduled for September 2018

For this effort, Nelson\Nygaard performed a detailed evaluation of the fixed-route system, a comprehensive operational assessment, a peer review, and fare study. Community input was captured through direct outreach at community events and transit stations, stakeholder discussions and an interactive online survey on the project website. Through these efforts, a five-year plan was developed to improve all aspects of Corpus Christi Regional Transportation Authority's bus service. Nelson\Nygaard's recommendations included more frequent service on major corridors, faster and more direct routes, better connections at transit centers, increased Sunday service, and a simplified fare structure. Phase 1 recommendations were implemented in January 2017 and Phase 2 recommendations are scheduled for September 2018.

CAPACITY

Nelson\Nygaard Consulting Associates, Inc. is a registered California C-Corporation. Founded in 1987, the firm has seen steady growth since 2001, the date of our incorporation. With ten offices nationwide, our staff numbers at over 130 professionals. In 2016, Nelson\Nygaard was purchased by Perkins+Will, Inc. and is currently operating as a subsidiary company. Consistently ranked among the world's top design firms, Perkins+Will was established in 1935 and includes more than 2,000 professionals across over 20 offices worldwide.

Nelson\Nygaard staff is fully available and capable of performing the work as mentioned in this RFP. Our staff, although working on a few projects at once, are trained to balance the needs of clients. We pride ourselves on getting our work done, and a good portion of our work is from repeat clients because they are happy with the quality of our work and our ability to meet deadlines.

We consistently complete work to a high degree of quality. Nelson\Nygaard protocols regarding work procedures include:

- establishing realistic scope of services, work tasks, schedule, and fees;
- confirming quality assurance and control protocols;
- coordinating team member work responsibilities;
- establishing criteria for maintaining consistent monthly invoicing and status reports; and
- technical and editorial review of work product before client delivery.

Relevant senior staff experience, along with consistent project control procedures, allows us to ensure staff are available and projects are staffed appropriately. Sam Erickson, our proposed project manager, will be responsible for monitoring staff scheduling, and will utilize project management software that allows staffing to be reviewed on a regular basis. Our team will have regular review meetings to ensure everyone is apprised of key issues and that we work efficiently and effectively as a team.

STAFF AVAILABILITY

Sam Erickson, Senior Associate | Availability: 30%

James Gamez, Principal | Availability: 15%

Tim Payne, Principal | Availability: 15%

Brendan Rahman, Associate | Availability: 40%

Dan Sommerville, Associate | Availability: 35%

REFERENCES

We are pleased to offer a team whose members offer strong transit planning credentials. Below we have listed references specific to our key staff members.

REFERENCE FOR SAM ERICKSON, PROJECT MANAGER

City of Citrus Heights

Mary Poole, Operations Manager
6360 Fountain Square Dr
Citrus Heights, CA 95621
916-727-4730
mpoole@citrusheights.net

SamTrans

Christy Wegener, Director of Planning
1250 San Carlos Ave
San Carlos, CA 94070
650-508-6278
wegenerc@samtrans.com

Livermore-Amador Valley

Transit Authority (LAVTA)
1362 Rutan Ct #100, Livermore, CA 94551
Michael Tree, Executive Director
925-455-7555
Cyrus Sheik, Senior Transit Planner
925-455-7540

REFERENCES FOR JAMES GAMEZ, PRINCIPAL-IN-CHARGE

StarTran, Lincoln, NE

Mike Davis, AICP, Transit Manager
710 J Street, Lincoln, NE
402-441-7185
MDavis@lincoln.ne.gov

Corpus Christi Regional Transit Authority

Gordon Robinson, PMP, Director of Planning
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SAMPLES OF WORK

For three samples of work we have included the below listed project examples in the Experience section on the previous pages. We have included all requested details on their respective project sheets.

- **Livermore-Amador County Transit Authority, Comprehensive Operational Analysis**
- **Corpus Christi Regional Transportation Authority, Comprehensive Operational Analysis**
- **City of Berkeley, Paratransit Shuttle Implementation Plan**

2

Technical Proposal

PROJECT UNDERSTANDING

The 2019-2024 Turlock Short Range Transit Plan is an opportunity to build on success. It is a chance to continue pushing the envelope for sustainable, innovative transit in Turlock.

BUILDING ON SUCCESS

Since 2015, Turlock has undergone a transit renaissance. With extensive community input, Nelson\Nygaard helped the City of Turlock transform BLAST (Bus Line Service of Turlock) into Turlock Transit. These changes have meant:

- Intuitive, bidirectional routes
- More frequent, reliable service
- Refreshed branding, information materials, and public perception
- Three guiding “pillars” for service delivery: innovation, excellence, and sustainability

As a result, the numbers speak for themselves. Ridership increased by more than 20% after the changes took place. Indeed, Turlock Transit has in many ways become a model small transit operator in the State of California.

NEW CHALLENGES AND NEW OPPORTUNITIES

On the heels of these successes, new and exciting challenges have emerged. For example, regional connections, while available, could be better leveraged and simplified to boost mobility on a broader scale. Also, capital maintenance procedures will become increasingly necessary to keep serving people safely and efficiently, and to continuously improve the rider experience. And the soon-to-expire farebox exemption may warrant changes to service. **These are key opportunities to make Turlock Transit even better—opportunities that the 2019-2024 SRTP will transform into solutions.**

This SRTP will differ from the 2015 version in several important ways. In addition to thoughtful, data-driven service scenarios, this project will shed light on new concepts. For example:

- Opportunities to make regional connections more seamless
- Detailed asset management procedures, including FTA considerations
- Ways to further improve transit marketing
- A clear plan for financial sustainability—keeping in mind farebox recovery compliance

PROVEN LEADERSHIP AND A FRESH PERSPECTIVE

Nelson\Nygaard is excited about the opportunity to continue its partnership with the City of Turlock by offering a team that includes James Gamez, Project Manager of the 2015-2016 SRTP and Brendan Rahman, one of the key members of our 2016-2018 implementation support team.

Our proposed project manager, Samantha Erickson, is a senior planner with 15 years of transit planning experience. She will bring a fresh perspective as well as a track record of expertise in operations, implementation, public engagement, and developing innovative ideas.

Ultimately, we have the experience and skills to take Turlock Transit to the next level.

TECHNICAL PROPOSAL

All tasks and subtasks are available for negotiation and modification.

TASK 1 PROJECT ADMINISTRATION

1.1 Kickoff Meeting

The project will be initiated with an in-person meeting including relevant staff from Nelson\Nygaard and the City of Turlock. The purpose of this kickoff meeting will be to:

- Discuss objectives, priorities, and expectations
- Identify desired outcomes of the project and any concerns or issues
- Discuss data availability and data collection approach
- Discuss the outreach process and key stakeholders
- Clarify roles, responsibilities, and procedures
- Refine the timeline, if needed

A draft agenda will be submitted to staff for review and revision prior to the meeting, and meeting notes will be recorded. Following the meeting, we will refine the project scope and schedule as necessary and submit a final version. We will also provide a meeting summary.

As part of our kickoff meeting activities, we also propose to spend time on-site touring the study area. Site visits are a key part of the project kickoff process and we encourage staff to accompany us as we tour the area to observe the Turlock Transit Center, major destinations, key travel corridors, and any planned or proposed developments. We also typically recommend convening as a group at the end of our site visit to discuss our initial impressions and ideas. This process ensures we develop a common understanding and get up to speed quickly.

1.2 Progress Meetings

At Nelson\Nygaard we believe in proactive project management. To assure this, we will organize regular calls to discuss project status, next steps, and timelines. Project Manager, Sam Erickson, will be the primary point of contact throughout the process; she will also provide monthly progress reports including a summary of all work completed during the month, in-progress and invoices.

All deliverables will be reviewed by Sam Erickson and by Nelson\Nygaard copy

editors prior to submittal. Using our refined quality assurance/quality control standards, we ensure that all deliverables are factually accurate, carefully detailed, well-written and illustrated, and responsive to the needs of the City of Turlock.

1.3 Community Engagement Plan

The success of the SRTP will hinge on inclusive community engagement and consensus. Our team will integrate public and stakeholder participation throughout the planning process to ensure that the project reflects the shared values and priorities of the community. Shortly after the project kickoff meeting, our team will finalize the community engagement plan that will include:

- Outreach objectives
- Key messages and communication strategies
- Potential stakeholders
- Proposed outreach event locations, dates, and times

We anticipate working with Turlock Transit to finalize the community engagement plan. We will use a variety of approaches to connect with residents and stakeholders, as detailed in Task 3.

1.4 Project Identity and Templates

The SRTP warrants a clear project identity. This gives the project a consistent, confident look-and-feel, and streamlines subsequent graphical and cartographic efforts. As a result, establishing a project identity early in the process typically results in overall time savings over the course of a project. Our team will develop project templates that include the following elements:

- Fonts, colors, and styles
- Word and PowerPoint templates
- A GIS base map

We will work with the City of Turlock to develop a look-and-feel that aligns with the overall purpose of the project, and existing Turlock Transit branding. The figure below illustrates how project identity can draw people in and give credence to a project.

Example of Nelson\Nygaard-created project identity





Website created by Nelson\Nygaard to increase participation

1.5 OPTIONAL TASK: Project Website Content

An online presence for the SRTP will help keep the community up to date on project progress, while also serving as one of many mechanisms to collect input from the community (see Task 3).

Our team will work with the City of Turlock to develop content for project pages on the City's existing website, in keeping with the project identity (Task 1.4). If desired, Nelson\Nygaard can instead develop and host a standalone, mobile-friendly website for the project. Labor hours will be billed on time and materials, and we will use a platform such as Wix to keep costs low. The website content will include the following:

- Project description
- Timeline and progress updates
- Announcements for upcoming community engagement activities
- Links to online surveys
- Links to public facing plan documents
- Comment box

Website created by Nelson\Nygaard to increase participation

DELIVERABLES:

- **Kickoff meeting agenda, kickoff meeting summary, monthly progress memo, Community Engagement Plan, project templates, content for project website**

TASK 2 EXISTING CONDITIONS

The Short Range Transit Plan will be made up of planning recommendations for operations, capital purchases, fare structure, marketing, financial, transit asset management, staffing, and coordination and integration with other area agencies. Prior to developing recommendations, a systemwide evaluation of existing conditions will be conducted to serve as a baseline.

2.1 Documents and Policy Review

As a first step in understanding existing conditions, the Nelson\Nygaard team will review available agency data, regional planning documents, and transit policies. The document and historical review task shall include, but need not be limited to the following:

- The City General Plan
- The County Regional Transportation Plan
- Any relevant developer proposals, especially those in new development areas
- The Storer contract/service agreements
- Financial and ridership reports
- Operating budgets
- Transit policies and procedures
- Recent service changes

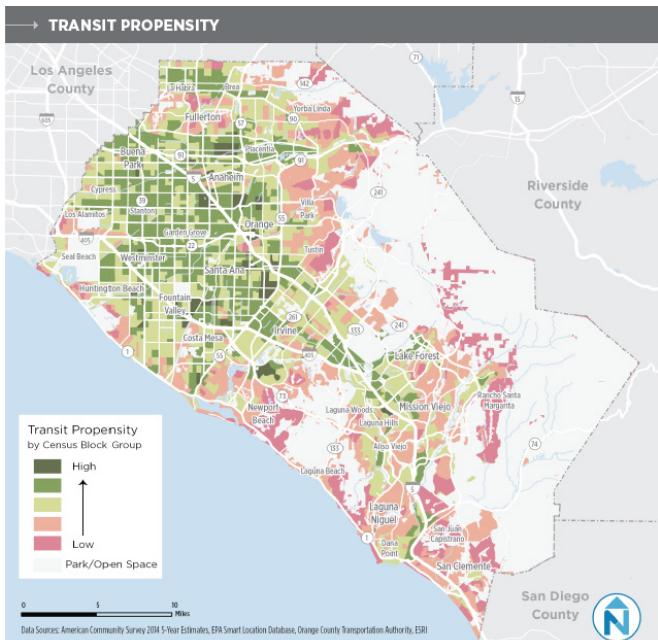
2.2 Demographic Analysis

Understanding existing and future markets for transit is a fundamental part of identifying service gaps. Using demographic data, we will examine the populated areas within the Mesilla Valley to determine the potential and propensity for transit ridership. Demographic information will be portrayed in GIS-based maps depicting the spatial distribution of populations having similar demographic characteristics.

The Nelson\Nygaard team will overlay existing routes over these maps to compare existing service with respect to transit demand. From these comparisons, we will assess where transit market opportunities exist, particularly those which are unserved or underserved.

• Population and Employment Densities:

Of all of the factors that impact the demand for transit, the most important is that a sufficient number of people must live and work in close proximity. Since most people walk to or from transit for at least one end of their trip, the starting points for determining whether or not there will be sufficient demand are population and employment densities. More densely developed areas have larger numbers of residents and employees who will be able to easily access transit service and in less densely developed areas, fewer people will be able to easily use the service and overall demand will be lower.

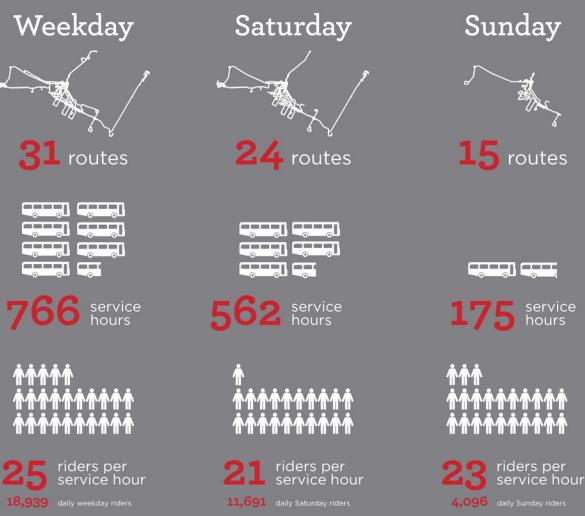


Example Transit Propensity map produced by Nelson\Nygaard

- Major Activity Centers:** Through the use of existing documents and the collective knowledge of staff, we will identify and map major activity centers.
- Demographic Characteristics:** Certain groups, such as seniors, college students, teenagers, persons from low-income households and those with a disability tend to use transit to a greater extent than other groups. We will examine the distribution and density of these transit-dependent populations.
- Transit Propensity:** To know where transit services are likely to be successful, we must examine the size and location of populations that typically exhibit high levels of transit use. To do this, we will examine where clusters of likely transit rider groups occur and also determine the size of each cluster. For example, in a given location, the size of individual populations may be too small to support transit service; however, the combined size may be relatively large.

For this reason, we will use the demographic data in combination to develop a transit propensity index, indicating the relative demand for transit throughout the Turlock service area. This index will illustrate which areas have the greatest need for transit.

How does Sunday service compare with weekday and Saturday service?



Part of a system evaluation by Nelson\Nygaard

2.3 System Evaluation

We will analyze and document many components of the fixed-route and Dial-A-Ride services. Our team will start with an in-person field review following the kickoff meeting. Our team will make note of potential transit corridors, ridership generators and points of interest, and observe the flow at the transit center.

Next we will conduct a comprehensive evaluation of all transit services operated within the Turlock service area. This in-depth assessment will cover the following areas:

- Service description:** Includes days of service, service span, service levels, fares, annual ridership, compatibility with other services, and school bell times.
- Ridership trends:** Based on information from the demographic review and survey and outreach data. We will set up a baseline of transit use, and use it to identify system strengths and shortfalls.
- Systemwide performance trends:** Includes service hours, service miles, operating costs, number of trips to assess the efficiency and effectiveness of the system as a whole. We will use other common industry indicators and compare them against peer agencies.
- Service and financial performance measures:** Includes passengers per revenue hour and revenue mile; operating cost per passenger; revenue hour and

revenue mile; boarding per capita; on-time performance; vehicle dwell times; and farebox recovery.

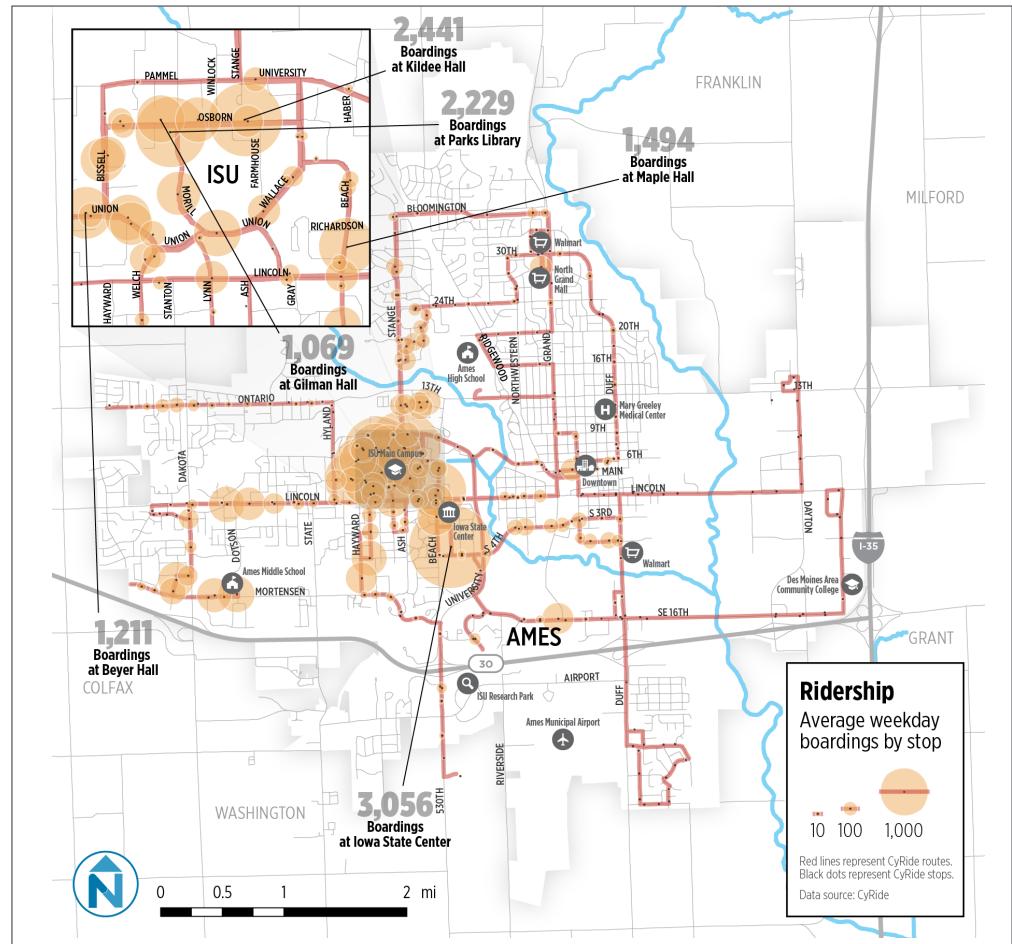
Fare structure and policies:

To determine if improvements could be made to enhance revenue generation through the fare structure, and if not via fares, identify avenues for cost reduction.

Regional connections and opportunities:

The regional transit providers, Stanislaus Regional Transit and the Transit Joint Powers Authority for Merced County, which operates The Bus, to make recommendations for service improvements to increase ridership, as well as reduce the cost of providing service for Turlock Transit.

At this stage we will conduct our first round of public outreach (Task 3.1) to inform the public about the purpose of the study and solicit input about existing transit needs, issues, and opportunities for improving public transit services.



Example map showing ridership by stop

2.4 Data Collection for Detailed Ridership Analysis

Drilling down to stop-level ridership data is crucial for making meaningful recommendations to fixed-bus routes. Consequently, the Nelson\Nygaard team proposes to conduct a ridecheck survey to collect the data necessary to support a detailed service evaluation. The ride check survey will be designed to capture ridership patterns for a typical weekday and Saturday by collecting boarding and alighting data by stop for each local fixed-route. The survey can also be used to collect schedule adherence data at the time point level. We propose to conduct the survey on every trip on every route for one representative weekday and one representative Saturday of service.

It is our understanding that most vehicles are not equipped with automatic passenger counters (APC). If there are new vehicles in revenue service with functioning APCs, we can work with Storer to make sure they are on the line on the days when we are collecting data, and reduce our labor costs. Otherwise, Nelson\Nygaard will train temporary workers to do the counts on the vehicles. Our team will be responsible

for scheduling the counts, training and supervising the surveyors, processing the data, performing quality control, and editing the data to produce final reports. To save budget, this will take place on the same trip as the onboard survey effort detailed in Task 3.2. Because there are two more routes and more service than the during the last ride check effort for the SRTP, there will be a slightly higher cost for data collection. However, because we have done this many times, we have training content and templates for data collection ready to go. Additionally, our team is open to using any recently completed ride checks that may have been collected for any National Transit Database reporting.

2.5 Route Profiles

From the information gathered in Tasks 2.1 through 2.4, the Nelson\Nygaard team will analyze additional information about each route in Turlock. We will provide:

- A route description
- A route map
- A description of the route's alignment and service patterns
- Stop-level information, including transfer points, and stop spacing
- Span of service (hours of operation)
- Compatibility with school bell times
- Service frequencies by time of day
- Ridership characteristics/patterns
- Performance characteristics such as passengers per hour, passengers per mile, average speed, and schedule efficiency
- An overall assessment of the strengths and weaknesses of the route
- An initial list and description of potential improvements.

Equipped with this information, our team will be able to make recommendations, in the Operations Plan in Task 4, on the appropriate service levels, minimizing overlap with other existing services, feasibility of service to new areas, and expanded weekend service.

2.6 Dial-A-Ride Services Analysis

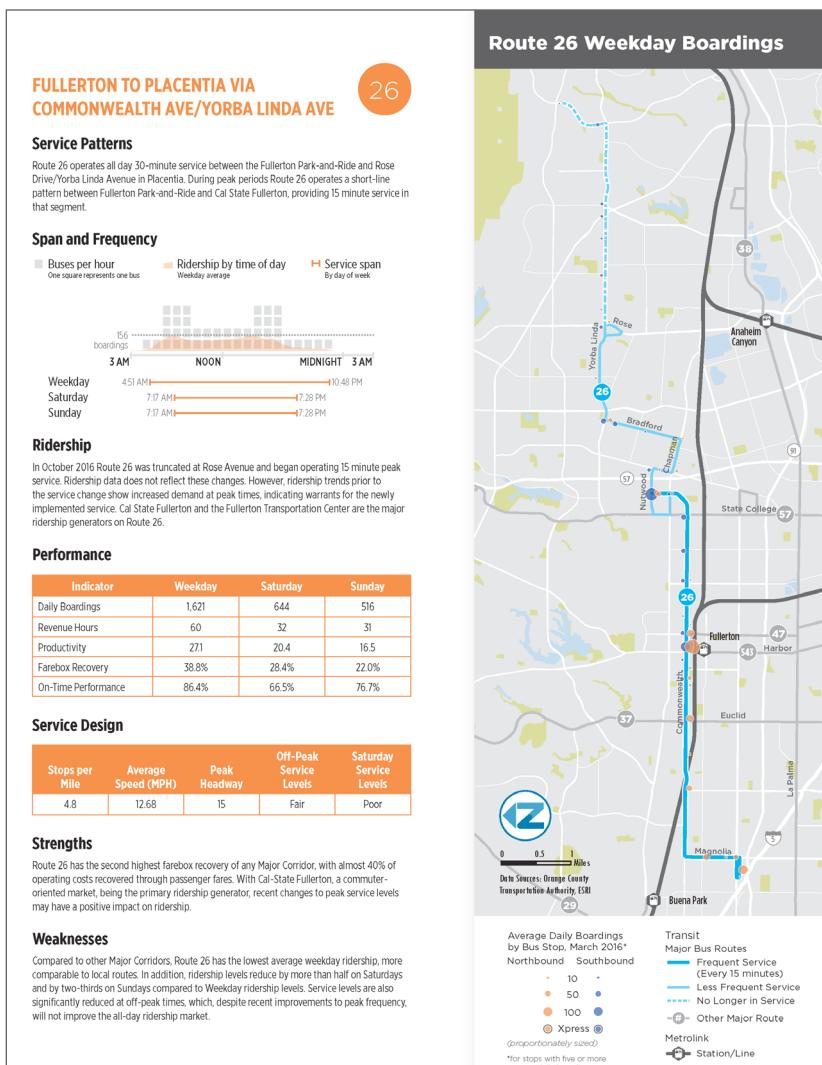
Turlock's Dial-A-Ride service, DART, provides curb-to-curb and subscription service. Our team will review DART for ADA compliance, policies and procedures, the certification process, accessibility, and look at available ridership and system performance data to help us evaluate key trends such as trip denials, cancellations and no shows, average and excessive ride times, reliability, and operating costs.

Ridership data for this type of trip can be collected by an on-board survey administered by vehicle operators. We may supplement an on-board surveyor if vehicle loads are high. We will also work with the City to identify areas of high ridership that may be opportunities for subscription services, or show where outreach for the fixed-route service could help reduce costs and increase rider access to transit.

DELIVERABLES:

- Existing Conditions Report

Example Route Profile developed by Nelson\Nygaard



TASK 3 PUBLIC OUTREACH

We propose a comprehensive community engagement and surveying effort to ensure that passenger feedback is fully integrated into the planning process. We have included optional tasks to consider for reaching a larger multi-lingual audience.

3.1 Public Outreach

Our team will conduct three sets of community workshops at strategic locations and times to maximize participation. We bring the needed experience, skills, and knowledge to cast a wide, inclusive net, and gather feedback from all segments of the community.

Round 1 Workshops

The first set of two workshops will introduce the project to the public and ask for input on transit needs. There have been meaningful service changes to the system since the last SRTP and we expect to hear a lot of feedback on what has worked and what hasn't worked for people. This will take place following the Existing Conditions Report.

Round 2 Workshops

Our team will conduct a second round of public workshops once alternatives have been developed. We will ask for feedback from the public about the options. Feedback from this round of workshops will directly inform final recommendations.

Round 3 Workshops

Towards the end of the project our team will return to host a third and final round of public workshops to keep the public engaged and show them how the community input helped shape the final product. We will encourage people to interact in ways that feel safe to them, such as comment cards or speaking with us directly.

Our team will document all feedback from all of the public workshops and provide the notes within five days of each event. The feedback will be organized and added as an appendix in the final SRTP.

Community workshops organized by Nelson\Nygaard



MAUI'S MOBILITY VALUES



What are your transportation priorities?

1. Choose 3 things that are most important to you when it comes to getting around Maui.



2. Select three triangles according to your answers.



3. Glue your triangles on the Mobility Values mural.

Want to learn more? Visit the Hele Mai Maui project website: www.mauimpo.org/hele-mai-maui-2040



Typically, we have greater success when holding workshops at locations with pre-existing attendance, such as farmers markets, fairs, or grocery stores. However, we are open to hosting them at purpose-specific locations in City Hall as well. The objectives of the outreach will help determine the most appropriate venue(s).

We also find that participants prefer game-like activities over traditional presentations and question periods. For example, for Denver Moves: Transit, we used colored triangles to represent different values, and encouraged residents to build a “tapestry” of community values. The resulting tapestry helped to establish shared community priorities.

To encourage participation in the workshops and increase public involvement, Nelson\Nygaard will design and print content for 20,000 paper flyers that can be inserted into Turlock utility billing mailings. The flyers will be two-sided and full color. The City will be responsible for distributing the flyers. The flyers will give key information about the project, meetings, and how to stay involved. There will be information in English and Spanish.

The workshops will also be advertised on Turlock Transit's social media accounts. Nelson\Nygaard will create the content with the approval of the Turlock Transit staff. Information will be created in English and Spanish.

3.2 On-Board Survey

The on-board survey would take place on one or two weekdays (Tuesday, Wednesday, or Thursday) and one Saturday for an accurate sample of all runs. The on-board survey can be available in both English and Spanish. Nelson\Nygaard will create the content for the materials needed, facilitate training, and manage the data collection. The survey will include the following categories:

- **Origin-Destination Information:** Respondents will be asked to identify the precise origin and destination of their current trip.
- **Fare Payment Type:** This information would help provide more detailed information about how passengers pay to ride transit and under which fare category.
- **Passenger Satisfaction:** It is useful to have an accurate assessment of passenger satisfaction of the existing service. The questionnaire will include multi-part questions to assess relative satisfaction with an array of system attributes. Passengers will also have an opportunity to provide open-ended comments or suggestions about routes, hours and frequency of service.

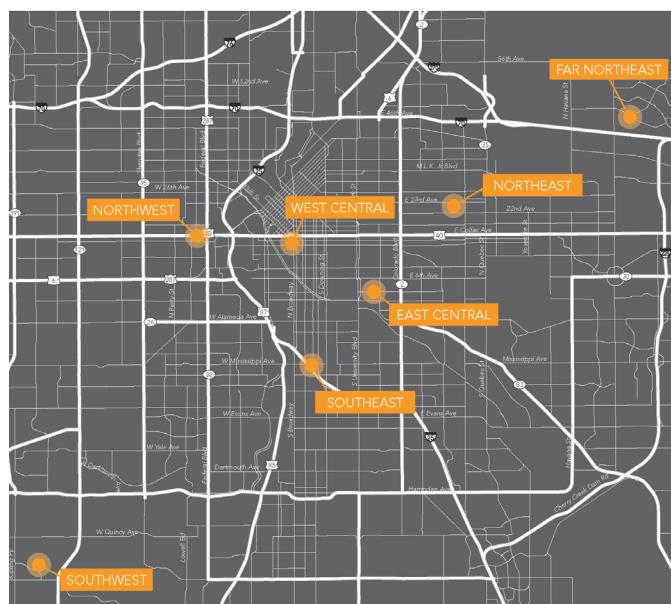
Example of an English-only flyer to increase public participation



Sign language interpreter or CART will be provided upon request. Contact SignLanguageServices@denvergov.org.
Servicios de interpretación en español proporcionados.



Find us here!



- Trip Purpose:** This information will help identify existing markets and help understand fluctuations in ridership.
- Frequency of Use:** Respondents will be asked when and how often they ride the service and how long they have been using transit in general.
- Transit Dependency:** This information will assess transit dependency by asking if passengers could have made a trip if transit were not available. Responses in this category often correlate with income but can also indicate high concentrations of students.
- Demographic Profile:** The questionnaire can also solicit detailed demographic information including income, age, gender, race, primary language, and any other demographics deemed important to the study.

Nelson\Nygaard will work collaboratively with staff to design the on-board survey instrument. Upon collection of all completed surveys, the Nelson\Nygaard team will enter all data collected from the survey and analyze the results. We strongly encourage offering an incentive to participate in the survey effort, such as giving riders a free trip, or entering for the chance to win a free monthly pass or a gift card.

3.3 OPTIONAL TASK: Online Surveys

In addition to in-person workshops and on-board survey efforts, online outreach has the potential to reach a broader audience. As such, we will develop a concise survey to gather community feedback that parallels the points of in-person engagement in the first two public workshops. We can make an identical paper version of the survey to have available at the workshops.

DELIVERABLES:

- On-board survey instrument, survey materials, content for three rounds of public workshops (six meetings), optional two additional online surveys**

Example Spanish outreach survey





ENCUESTA DE INDY MOVES: VALORES Y OPORTUNIDADES

¡Queremos escuchar de usted! ¿Cómo se mueve por la Indy? ¿Qué funciona bien, y qué no funciona sobre la manera en que se mueve actualmente, y las maneras en que le gustaría moverse en el futuro?

Para cada modo de transporte, diganos qué lo hace genial, y qué lo haría mejor. Responder a las preguntas debería tomar más o menos cinco minutos, y todas las respuestas son opcionales.

Caminar en Indy es genial cuando hay ...  <input type="checkbox"/> ACERAS <input type="checkbox"/> CRUCES PEATONALES BIEN MARCadas <input type="checkbox"/> SEÑALES PEATONALES <input type="checkbox"/> RAMPAS DE BORDILLO <input type="checkbox"/> OTRO: _____	Caminar en Indy sería mejor si hubieran ... <input type="checkbox"/> ACERAS <input type="checkbox"/> CRUCES PEATONALES BIEN MARCadas <input type="checkbox"/> SEÑALES PEATONALES <input type="checkbox"/> RAMPAS DE BORDILLO <input type="checkbox"/> OTRO: _____
Montar a bicicleta en Indy es genial cuando hay ...  <input type="checkbox"/> CARRILES DE BICICLETA O BIKE INFRAESTRUCTURA <input type="checkbox"/> SERVICIOS Y PASEOS VERDES <input type="checkbox"/> SEÑALES DE BICICLETA <input type="checkbox"/> OTRO: _____	
Montar a bicicleta en Indy sería mejor si hubieran ... <input type="checkbox"/> CARRILES DE BICICLETA O BIKE INFRAESTRUCTURA <input type="checkbox"/> ESTACIONAMIENTO PARA BICICLETAS <input type="checkbox"/> ESTACIONES DE BICICLETAS COMPARTIDAS DE PACERS VERDES <input type="checkbox"/> SERVICIOS DE BICICLETA <input type="checkbox"/> MENOS COCHES <input type="checkbox"/> OTRO: _____	
Conducir en Indy es genial cuando hay ...  <input type="checkbox"/> CALLES MÁS ANCHAS <input type="checkbox"/> MENOS TRÁFICO <input type="checkbox"/> LUGARES BIEN INDICADAS PARA COCHES Y BICICLETAS <input type="checkbox"/> OTRO: _____	
Conducir en Indy sería mejor si hubieran ... <input type="checkbox"/> CALLES MÁS ANCHAS <input type="checkbox"/> MENOS TRÁFICO <input type="checkbox"/> LUGARES BIEN INDICADAS PARA COCHES Y BICICLETAS <input type="checkbox"/> EL ALUMBRADO MEJOR <input type="checkbox"/> OTRO: _____	
Viajar por autobús en Indy es genial cuando hay ...  <input type="checkbox"/> SERVICIO FRECUENTE <input type="checkbox"/> SERVICIO MÁS TEMPORAL O MÁS TARDE <input type="checkbox"/> MÁS SERVICIO LOS FINES DE SEMANA <input type="checkbox"/> OTRO: _____	
Viajar por autobús en Indy sería mejor si hubieran ... <input type="checkbox"/> SERVICIO FRECUENTE <input type="checkbox"/> SERVICIO MÁS TEMPORAL O MÁS TARDE <input type="checkbox"/> MÁS SERVICIO LOS FINES DE SEMANA <input type="checkbox"/> MÁS MAPAS E INFORMACIÓN <input type="checkbox"/> OTRO: _____	

Elige tres cosas que son las más importantes a Ud. sobre el transporte y la movilidad en Indianápolis:

<input type="checkbox"/> LA SEGURIDAD <input type="checkbox"/> APOYAR A LA ECONOMÍA <input type="checkbox"/> LA ASQUELIDAD	<input type="checkbox"/> LLEGAR A MI DESTINO EN MENOS TIEMPO <input type="checkbox"/> CONEXIONES REGIONALES <input type="checkbox"/> TENER LAS OPCIONES BUENAS	<input type="checkbox"/> LA SOSTENIBILIDAD <input type="checkbox"/> LA MANUTENCIÓN <input type="checkbox"/> LA COMODIDAD	<input type="checkbox"/> AUMENTAR EL ACCESO A LAS OPORTUNIDADES <input type="checkbox"/> MEJORAR LA SALUD <input type="checkbox"/> FÁCIL DE USAR
--	--	--	--

¿Hay algo más que le gustaría decirnos sobre moverse alrededor de Indianápolis hoy?

¿Cuál es su género?

<input type="checkbox"/> MUJER <input type="checkbox"/> OTRO/ PREFERÍO NO CONTTESTAR	<input type="checkbox"/> HOMBRE
---	---------------------------------

¿Cuál es su raza/etnia? (Elige todos que apliquen)

<input type="checkbox"/> ASIÁTICO/A <input type="checkbox"/> AFROAMERICANO/A <input type="checkbox"/> HISPANO/A O LATINO/A	<input type="checkbox"/> NATIVO/A AMERICANO/A <input type="checkbox"/> BLANCO/A <input type="checkbox"/> OTRO/ PREFERÍO NO CONTTESTAR
--	---

¿Cuántos años tiene?

<input type="checkbox"/> 17 O MENOS <input type="checkbox"/> 18 - 20 <input type="checkbox"/> 21 - 29 <input type="checkbox"/> 30 - 39	<input type="checkbox"/> 40 - 49 <input type="checkbox"/> 50 - 59 <input type="checkbox"/> 60 O MÁS
---	---

¿Cuál es su ingreso anual?

<input type="checkbox"/> \$0 - \$16,000 <input type="checkbox"/> \$18,000 - \$35,000 <input type="checkbox"/> \$35,000 - \$50,000	<input type="checkbox"/> \$50,000 - \$75,000 <input type="checkbox"/> \$75,000 +
---	---

¿Cuál es su código postal?

<input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/>
--

¿Cómo viaja alrededor de la ciudad la mayoría del tiempo?

<input type="checkbox"/> CONDUIR <input type="checkbox"/> EL AUTOBÚS/OTRO TRANSPORTE PÚBLICO <input type="checkbox"/> CAMINAR	<input type="checkbox"/> MONTAR A BICICLETA <input type="checkbox"/> UN TAXI U OTRO SERVICIO DE VEHÍCULOS COMPARTIDOS (UBER, LYFT, ETC.)
---	---

Por favor, escribe su información de contacto abajo para recibir las últimas noticias sobre el proyecto.

NOMBRE Y APPELLIDO: _____ TELÉFONO: _____

DIRECCIÓN: _____ ESTADO: _____

CIUDAD: _____ DIRECCIÓN ELECTRÓNICA: _____

Nelson\Nygaard Consulting Associates, Inc. 31

TASK 4 SERVICE PLAN

4.1 Develop Goals, Objectives, and Performance Standards

Nelson\Nygaard will work with City of Turlock staff to develop realistic and attainable goals, objectives, and performance measures. Having conducted numerous evaluations of performance standards, Nelson\Nygaard has broad experience developing and applying service measures and standards to local operating conditions.

Building on efforts from the previous SRTP, now is a great time to review performance and decide whether goals were realistic or need to be adjusted. The performance standards are intended to ensure that future service changes improve system efficiency and effectiveness.

4.2 Initial Service Recommendations

Nelson\Nygaard prides itself on being a creative, "out-of-the box" firm that is familiar with numerous types of transportation service delivery options that range from fixed-route transit to on-demand ridesharing.

Our approach in defining service recommendations is to look at how transit services can better address transit demands and intercity connectivity, and what new services are practical and financially feasible to meet demand, building upon the strengths of the existing system and addressing any weaknesses. The plan will take into account demographic changes, community feedback, stakeholder input, information learned from the evaluation and analyses in Task 2, and industry best practices.

The recommendations may include but will not be limited to:

- Changes to service frequencies
- Revised spans of service
- Schedule adjustments
- Reduction of service duplication/redundancy
- Service to new areas identified in the socio-economic analysis
- Amendments to Dial-A-Ride service policies and parameters, scheduling, and dispatch procedures
- Coordination with other transit agencies to provide transit service
- Consolidation of planning or operational activities with regional transit providers or entities
- Changes or expansion to fare policies

This task will also include the development of a framework for evaluating the service alternatives and comparing these alternatives to the existing system. Evaluation criteria will also include operating and capital cost impacts.

Example of transit goals

VISION



Provide compelling and competitive transit service that expands transportation choices for current riders, attracts new riders, and equitably supports immediate and long-term mobility in Orange County

GOALS



Enhance

Make it more desirable to take transit.



Connect

Connect Orange County's people and places with effective transit



Simplify

Make transit easier to use and more convenient



Sustain

Create a system that is resilient over the long term



Collaborate

Make Orange County a more attractive place to live, work, and visit by providing transit service that supports community priorities

4.3 Preferred Alternative

Once evaluation criteria have been developed, we will prioritize the service alternatives developed in Task 4.2 and compile these services into a single preferred scenario. Similar to previous tasks, the preferred alternatives will be documented to the following level of detail:

- System map with routes and service areas
- Service levels by day and time period
- Estimated ridership and revenue changes
- Operating cost estimates
- Incremental fleet requirements
- Facility requirements
- Other implementation considerations and costs, such as ADA compliance, bus stop locations, marketing, etc.

The preferred alternative will be evaluated with respect to its ability to meet the goals and objectives of the study. We will work with stakeholders to review the preferred alternative to arrive at a recommended service proposal from which we will develop a five-year financial and capital plan. Before finalizing the recommendation, we will carry out the second round of public input (see Task 3.1).

4.4 Fare Recommendations

The current charge for Turlock is to reach 20% farebox recovery. Our team proposes using two techniques to evaluate the fare structure. First, our team will analyze trends since the most recent fare change based on existing data Turlock is able to provide.

Next, Nelson\Nygaard will conduct an online peer review of up to six agencies to determine where the Turlock Transit fare structure fits in with others. If we discover that Turlock

Transit fares are in line with peers, we will attempt to raise farebox revenue through service changes. If not, we will investigate through interviews with other transit agencies to find out more about fare policies that could provide mechanisms to increase fare revenues.

Turlock Transit is also interested in selling passes online. Our team will interview up to five transit agencies to document different types of online and other new fare technologies being used today that allow people to buy tickets online. We will collect information on:

- Fare structure
- Fare policies currently in place (use of transfers, do they have mechanisms for raising fares due to inflation, for example)
- What ITS systems they currently use
- Fare instruments
- Cost of startup and maintenance (identify upgrades needed to existing equipment investments)
- Start up process
- Lessons learned

We will then compile the information gathered to document best practices, lessons learned, and potential next steps for Turlock.

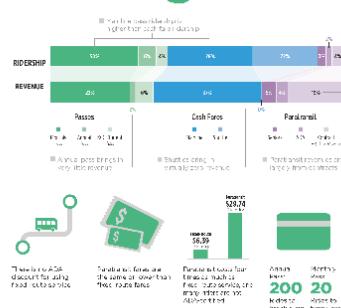
The criteria for identifying the right peers will include operating environment, budget, number of vehicles in the fleet, service type, and that they have online sales. We will work with Turlock to agree on appropriate peers.

OPTIONAL ADD-ON: Nelson\Nygaard has a deep bench of transit fare experts on staff. Our team could develop a fare model for Turlock that would help the city predict ridership and revenue impacts of up to three fare structure scenarios.

Example summary of a fare analysis and scenarios



Challenges



Goals

- Scenario 1: GENERATE REVENUE THROUGH THE FAREBOX
- Scenario 2: PROVIDE FARE STRUCTURE THAT USES FIXED-ROUTE TRANSIT
- Scenario 3: SIMPLIFY THE OVERALL FARE STRUCTURE

Strategies

Strategies for All Scenarios		
50% OFF PARATRANSPORT FARES	NO CHARGE	FREE SHUTTLES
INCREASE SHUTTLE FARE TO \$1	NO CHARGE	RAISE PARATRANSPORT FARE BY \$2
INCREASE PARATRANSPORT FARE BY \$2	NO CHARGE	RAISE PARATRANSPORT FARE BY \$4
RAISE PARATRANSPORT FARE BY \$4	NO CHARGE	RAISE PARATRANSPORT FARE BY \$6
RAISE PARATRANSPORT FARE BY \$6	NO CHARGE	ELIMINATE ANNUAL FEES
INCREASE MONTHLY FARE TO \$70	NO CHARGE	NO CHARGE
INCREASE ANNUAL FARE TO \$700	NO CHARGE	NO CHARGE

TASK 5 CAPITAL PLAN

5.1 Capital Improvement Plan

Nelson\Nygaard will prepare a Capital Improvement Plan based on service plan recommendations and estimate the cost of all capital assets identified in the five-year strategic plan. Estimates will include costs for purchase, design, and construction, inflated by an agreed upon rate for each major cost category.

Specific capital expenditures will include the following categories:

- Fleet: Purchase or lease costs of buses, vans, supervisory or maintenance vehicles. Fleet expansion, upgrade, and replacement schedule.
- Facilities: Design and construction costs for transit centers, garages, etc.
- Infrastructure: Design, construction, and purchase costs for bus stop accessibility improvements, benches, shelters, information kiosks, corridor enhancements, etc.
- New or upgraded technology: Potential projects such as Geographic Information Systems software, etc.

Additional capital improvement recommendations that improve system efficiency and enhance customer service may be included. This Capital Improvement Plan will include a specific recommendation for a five-year rolling stock procurement plan that will be the outcome of a fleet analysis. This analysis will include evaluating the ideal spare ratio, types of vehicles (gas, electric, or compressed natural gas), and the size of buses.

5.2 Transportation Asset Management (TAM) Plan Recommendation

The Nelson\Nygaard team has in-depth experience working with Federal Transit Administration FTA rules, guidelines, and requirements. The Transit Asset Management (TAM) requirement for recipients and subrecipients of FTA Chapter 53 funds codifies and formalizes sound financial and resource planning practices. Management of assets can impact both quality and level of service and cost-efficiency. As such, asset planning efforts are critical to ensure the availability and quality of capital resources. In order to ensure state of good repair measures, we will review the existing TAM plan for compliance with FTA's final rule. We will work with Turlock staff to identify TAM Plan requirements based on asset data provided by the City.

DELIVERABLE:

- Capital Plan, Technical Memo: Transit Asset Management Plan Requirements

TASK 6 MARKETING PLAN

6.1 Marketing Plan

Our team will use the results of the public outreach (Task 3), as well as best practices, in order to identify ways to improve Turlock Transit marketing. This will build on the recent marketing successes such as the rebranding and U-Pass program, and look for additional complementary strategies that can:

- Make transit more convenient and easier to use
- Improve communication with existing customers
- Increase participation in future feedback forums
- Better promote existing and planned services to the community
- Increase support for potential transit referendums
- Attract new customers

DELIVERABLE:

- Marketing Plan

TASK 7 STAFFING PLAN

7.1 Staffing Plan

People have responded to the increase in service in Turlock by taking more rides. Transit is more attractive than it used to be, and to ensure that continues, our team will document the existing staffing structure and the staff roles and responsibilities of the City transit administration and identify additional staff resources recommended to maintain the quality of service and to meet the needs of the community and grow with it. Staff with knowledge in Illustrator and Geographic Information Systems is one example.

Nelson\Nygaard staff members assigned to conduct this subtask have extensive experience in public sector organizational assessment and have made many decisions relative to how to best provide services in the most efficient manner possible. We will address cost neutral scenarios and what could be done with additional resources.

DELIVERABLE:

- Staffing Plan

TASK 8 FINANCIAL PLAN

8.1 Consolidated Financial Plan

Nelson\Nygaard will develop a financial plan that projects expenses during a five year period. We will consider potential new sources of revenue. The financial plan will present operating and capital cost projections in each of the following categories:

- Operating costs by service category (paratransit and fixed-route)
- Vehicle acquisition and capital costs for all projects
- Availability of operating funds and passenger revenues by service category
- Potential availability of new funding sources, including operating revenues, and discretionary capital revenues

We will work closely with staff during the financial planning process. The plan will reflect realistic projections and viable opportunities for new funds. The consolidated financial plan will include all expenditures and revenues in a single table.

8.2 Storer Contract Review

Turlock Transit changed service providers at the end of 2017. Our team will review the contract with Storer to make recommendations for future changes or enhancements, and anything to note for future operations or management contracts. We will evaluate and make recommendations on the provision and continuity of service, quality control, payment of services, financials, customer service, the protection of assets and liability, accounting and reporting, compliance with all relevant laws, and the turnover.

Project Manager Sam Erickson, along with project advisor Tim Payne, have considerable experience with contract review, the RFP process, contract evaluation and writing, and communications between the contractor and transit agency.

8.3 OPTIONAL TASK: Potential Funding Sources

This subtask will identify any new funding opportunities required to enhance service levels or pay for new capital investments as specified in the strategic plan. The Nelson\Nygaard team will document currently available operating and capital funding sources whether currently utilized or not. Any untapped sources will be identified as potential revenue enhancements in support of recommended service improvements. In addition to these conventional sources (typically state and federal grant program along with local sales tax), it is intended that the final plan provide a road map for developing local and regional funding and developing strategic partnerships. This assessment will likely include the following potential sources and will evaluate each for its ability to generate revenue, technical feasibility, and politically acceptance:

- Increased fare revenues
- Sponsorships in the form of advertising revenues or naming rights
- Partnerships with large institutions or employers that benefit from transit service
- Public-private partnerships and joint development
- Transportation impact fees

DELIVERABLES:

- **Consolidated Financial Plan, Storer Contract Review Memorandum**

TASK 9 PLAN DEVELOPMENT

9.1 Draft Plan

Incorporating all of the elements of the prior tasks, we will produce a draft SRTP for the City of Turlock. This plan will consist primarily of the individual chapters developed as part of Tasks 2 through 8. A printed copy and an electronic version in Word and PDF will be delivered for staff review.

9.2 Presentation to Turlock City Council

Project Manager, Sam Erickson, will present the draft plan to the Turlock City Council. She will develop the content with the approval of staff beforehand.

9.3 Final Plan

Based on feedback from the presentation to City Council and one set of non-conflicting comments from staff on the draft SRTP, Nelson\Nygaard will revise the document to produce a final SRTP. The document will be available in hard copy and electronically.

DELIVERABLES:

- Draft SRTP, PowerPoint Presentation,
Final SRTP

Example pages from a graphics-rich final plan executive summary



3

Cost Proposal

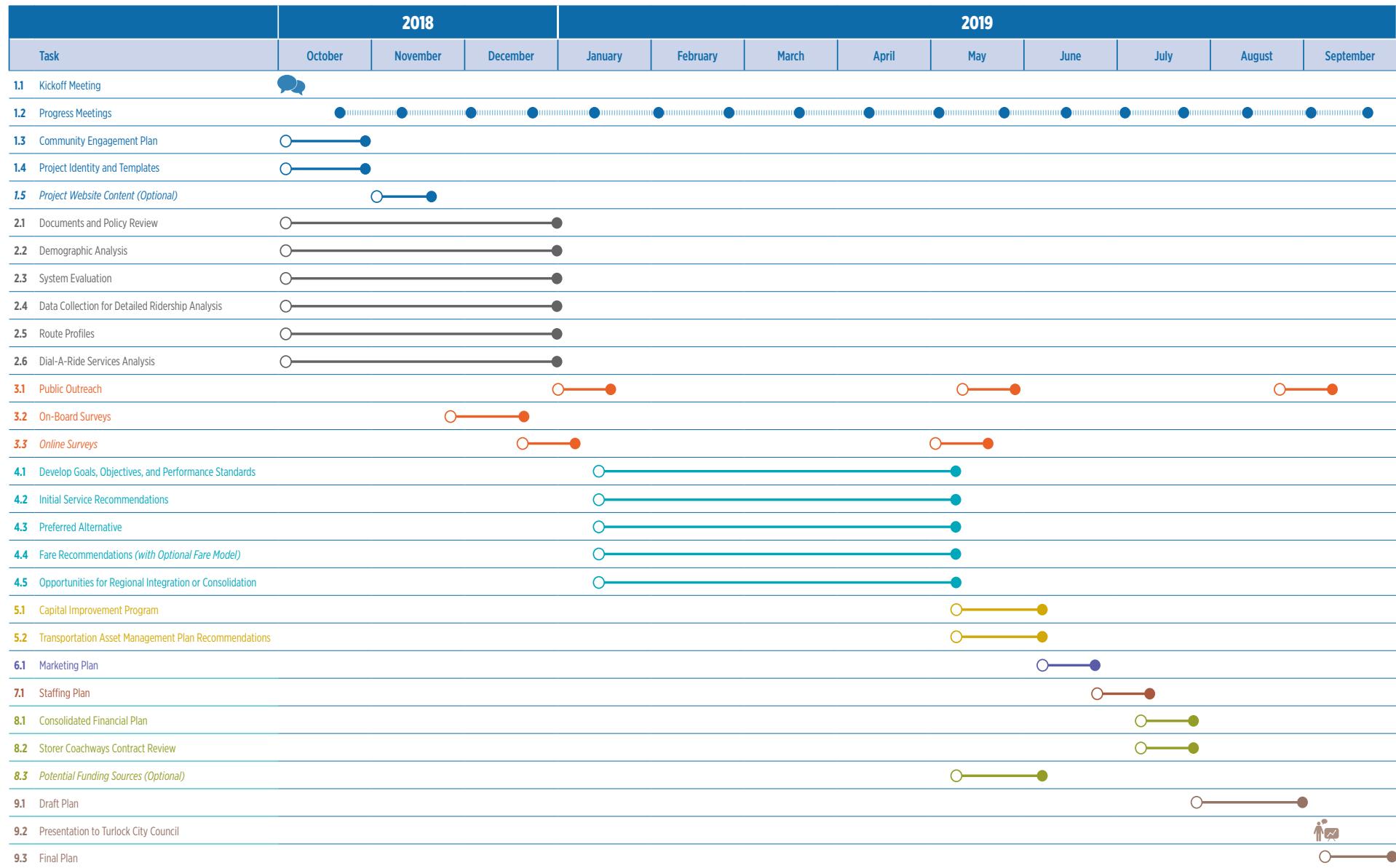
COST PROPOSAL

The total base fee for this project is \$149,673. Additional optional tasks can be added individually, or as a package for \$15,330. The attached budget shows the breakdown of costs by task, with separate lines for optional tasks.

OPTIONAL TASKS

SCHEDULE

We anticipate that this work would be completed by September 2019. We are also able to accelerate or decelerate the timeline to accommodate the City of Turlock's schedule. Our proposed project schedule is detailed below.



A

Appendix A: Full Resumes



Samantha Erickson

Senior Associate



Sam Erickson has 15 years of experience in transit service planning, specializing in operations planning and service implementation. She has implemented new service at the Cleveland RTA, and for SamTrans, she helped improve systemwide on-time performance using AVL data and operator feedback. With a keen understanding of mobility needs within communities and business needs of transit agencies, she excels at getting people excited to implement tactics that improve efficiencies and solve business problems. She is a skilled public engagement specialist, helping to build bridges among transit and city staff, politicians, and the public.

EDUCATION

M.C.P., University of Maryland, College Park, MD
B.A., Sociology and Geography, University of Maryland, College Park, MD

RELEVANT EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Senior Associate, 2015–Present

- **Comprehensive Operations Analysis and Short-Range Transit Plan, Livermore-Amador Valley Transit Authority (Livermore, CA) 2015–2016.** Managed an effort to improve the efficiency and effectiveness of bus service in the Tri Valley region in the East Bay. Addressing chronic on-time performance problems, and increasing ridership on an underperforming bus rapid transit (BRT) line were key elements of the project.
- **Comprehensive Transit Plan, City of Citrus Heights (Citrus Heights, CA) 2017–Ongoing.** Sam is the deputy project manager on a plan to evaluate the contract the City has with the regional transit provider, SacRT. We are recommending appropriate levels of bus service and analyzing whether there are benefits to wholey integrating with SacRT. The study involves the evaluation of current unmet transit needs and goals and tactics to improve regional mobility for residents.
- **Tri-Valley Paratransit Assessment Study (Livermore and Pleasanton, CA) 2017–Ongoing.** Sam is the deputy project manager for a comprehensive assessment evaluating organizational, management, and service delivery effectiveness for paratransit operations in the Tri-Valley from Wheels Dial-A-Ride and overlapping City of Pleasanton Paratransit. This involved multiple rounds of outreach with the public, politicians, and internal advisory and technical committees.
- **Turlock Short-Range Transit Plan, City of Turlock (Turlock, CA) 2015–Ongoing.** Deputy project manager for a comprehensive service analysis that recommended changes to routes, marketing and customer outreach.
- **MTC SMART Transit Integration, Metropolitan Transportation Commission (Bay Area, CA) 2015–2016.** As part of an effort to ensure existing bus service meshed with train service when the Sonoma Marin Area Rail Transit began service, Sam worked with multiple area transit providers, city staff, SMART, and MTC staff to determine opportunities and challenges.
- **Bay Area Rapid Transit Asset Management Communications Plan (Oakland, CA) 2017.** Sam helped the BART Asset Management Team promote and disseminate nuanced information to staff across the agency who are responsible for upholding the audit schedules and updating their plans.
- **Stanford University Marguerite Shuttle RFP (Stanford, CA) 2017–Ongoing.** Sam was part of a team to develop a new operations and maintenance contract for the Marguerite shuttle that is open to the public. In the second phase of the project, Sam is leading the evaluation and selection team to award the three-year contract to operate the 73-bus system.



Samantha Erickson
Senior Associate

PREVIOUS EXPERIENCE

SamTrans, San Mateo County, CA

Senior Scheduler/Planner, 2014-2015

- **SamTrans Reliability Improvement, SamTrans (San Mateo County, CA) 2014-2015.** After the first Comprehensive Operations Analysis since 1999, Sam had an objective to bring systemwide on-time performance up to 85 percent from just below 80 percent. The project involved analysis of agency-collected AVL data and statistical analysis to reframe agency schedules. Internally, Sam worked with a committee of operations and scheduling staff to resolve running time issues with schedules. Externally, she worked with schools and community groups to better align services with the needs of riders and potential riders. Not only did on-time performance reach 85 percent, but ridership has grown every month since implementation.
- **Operator Training and Retention Program, SamTrans (San Mateo County, CA) 2014-2015.** Sam created and grew a program at SamTrans to build trust and open the lines of communication between operators and operations planning staff. Operations planning staff trained operators on what goes into making a schedule, how scheduling is done, and the financial, political, and union contract constraints. In turn, operators provided a qualitative component to the scheduling team whose work could be done solely using software and data. Relationships between departments is at an all-time high because the operators feel empowered and valued, and the number of drivers calling off work has decreased.

Greater Cleveland Regional Transit Authority, Cleveland, OH

Planner III, 2009-2014

- **Community Shuttle and Downtown Trolley Implementation, Greater Cleveland Regional Transit Authority (Cleveland, OH) 2011-2013.** After a 20% service cut in 2010, Sam worked with the public and local politicians to establish community services in areas that had lost service due to the recession. In the following years, Sam designed and implemented three new trolleys in downtown Cleveland that helped move visitors from the main intermodal facility at Public Square to the new convention center, the Rock & Roll Hall of Fame, Science Center, the entertainment district, and other major destinations. During the midday, the shuttles were well utilized by downtown workers to access new lunch destinations.
- **Bus Stop Inventory Program, Greater Cleveland Regional Transit Authority (Cleveland, OH) 2013-2014.** Sam was the project manager responsible for the inventory of over 6,000 bus stops at the GCRTA. Amenities and safety conditions were systematically documented at all stops. The agency was able to provide better online information for customers planning trips, and install new signage with span of service, and final destination. Sam developed a new process for tracking damaged or missing signage, so that the inventory could be maintained. Customer response for the new signage and more accurate placement of stops in Google Maps was well received by the public.
- **Public Square Re-Design, Greater Cleveland Regional Transit Authority (Cleveland, OH) 2012-2013.** Sam headed up the data collection efforts of bus ridership patterns and trends in and around Cleveland, Ohio's busiest intermodal transit hub, Public Square. The Group Plan Commission aimed to redevelop the downtown space, disrupting thousands of transit riders a day. Working with Nelson\Nygaard, we became the advocates for the transit users of the space. The design has since been modified to give bus-only access at peak times and on weekends.
- **Special Events Coordination, Greater Cleveland Regional Transit Authority (Cleveland, OH) 2010-2014.** Sam led a team of twenty people in eleven departments for all major events in the Greater Cleveland RTA service area to ensure that adequate service levels, personnel, and safety measures were in place for bus and rail. She also worked with outside agencies to coordinate the transit piece of national events. For example, a weekly transit pass was included as part of the registration packets for the International Gay Games in 2014. There were over 20,000 participants, 75 percent of whom lived outside the metropolitan area participated, which brought an estimate of \$52 million dollars into the city. We doubled service on the free downtown trolleys, and received a waiver from FTA to provide a direct route to an event not on the transit network. The feedback was extremely positive.

James Gamez

Principal



James Gamez has more than twelve years of experience in transit service planning. James specializes in performance evaluation, needs assessment, system design/redesign, and plan implementation. He is also skilled in community outreach and stakeholder engagement. James brings a unique perspective to each project with his combination of public sector and private experience. As the principal transit planner in Austin, TX, he managed the development and initial implementation of a ten-year service plan. As a consultant, he has led short-range transit plans, comprehensive operational analyses, and transit development plans.

EDUCATION

B.A., Geography, University of Texas at Austin, Austin, TX

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Senior Associate, 2013–Present

- **Pueblo Transit Study, Pueblo Transit (CO) 2016–Ongoing.** Project manager for Pueblo's first comprehensive transit study. Analyze service design, ridership, market conditions, and fare policy. Facilitate community outreach to identify transit needs. Provide service, capital, marketing and fare recommendations.
- **Transit Master Plan, City of Round Rock, (TX) 2014.** Project Manager for transit development plan. Evaluate existing market conditions and travel patterns. Facilitate stakeholder discussions and public workshops to assess transit demand and increase community awareness. Develop ten-year service implementation plan.
- **Short Range Transit Plan, City of Turlock (CA) 2015–2016.** Project manager for comprehensive service evaluation. Develop recommendations for local service improvements, university student pass program and regional commuter bus service. Assist staff with service change implementation, rebranding and marketing.
- **Comprehensive Operational Analysis and Ten-Year Plan, Antelope Valley Transit Authority, (Lancaster, CA) 2014.** Project Manager for multifaceted planning effort. Evaluate existing service performance. Engage riders and stakeholders. Develop a ten-year service expansion plan, capital improvement recommendations, and performance standards.
- **Short-Range Transit Plan, RoadRUNNER Transit (Las Cruces, NM) 2014.** Project Manager for a comprehensive evaluation of ridership, transfer patterns, and operational issues. Develop a cost-neutral plan to improve route connectivity and access to major destinations, while expanding service coverage. Recommend future transit investments and create performance metrics.
- **San Marcos Five-Year Transit Plan, Capital Area Rural Transportation System (San Marcos, TX) 2014.** Project Manager for comprehensive short-range planning effort. Evaluate the effectiveness of the existing transit system and develop a five-year plan to optimize and expand services. Facilitate community and stakeholder outreach. Develop operating, capital, and financial plans.
- **Comprehensive Operational Analysis, Corpus Christi Regional Transportation Authority (TX) 2015–2016.** Deputy project manager for evaluation of entire transit system. Facilitate outreach with riders and local stakeholders. Recommend short-range route and schedule improvements, as well as mid-range service expansion priorities. Develop a detailed implementation plan.



James Gamez
Senior Associate

- **Transit Development Plan, StarTran (Lincoln, NE) 2015-2016.** Deputy project manager for comprehensive system evaluation. Facilitate extensive community outreach. Develop recommendations for service improvements, bus stop guidelines, service standards, and future downtown transit center.
- **Five-Year Plan, Utah Transit Authority (Salt Lake City, UT) 2013.** Deputy project manager for a five-year service plan to increase ridership and improve system integration. Analyze ridership performance, system design, and staff feedback to identify deficiencies and opportunities. Recommend route and schedule adjustments to improve mobility and productivity.
- **Short-Range Transit Plan, Ventura County (CA) 2014.** Project Manager for development of a countywide planning effort. Develop countywide performance metrics and service guidelines to improve the coordination, consistency, and connectivity of transit services amongst nine providers. Develop a five-year service plan for intercity bus service.
- **Calexico Transit Study, Southern California Association of Governments (Calexico, CA) 2015.** Project manager for a multimodal transit study examining public and private bus and taxi services operating within the City of Calexico. Review current operating characteristics, customer amenities, and city regulations.

PREVIOUS EXPERIENCE

Capital Metropolitan Transportation Authority, Austin, TX

- Principal Planner, 2011-2013; Senior Planner, 2009-2010; Transportation Planner, 2005-2008



Timothy D. Payne

Principal



Timothy (Tim) Payne is a professional transit practitioner with more than 35 years of experience. He is co-director of the firm's national transit practice and works out of the Seattle office. Tim's planning experience has been accrued at "street level" which provides clients with a unique blend of reality, insight, and passion. Tim is a dynamic presenter and accomplished leader for intricate collaborative projects, experienced in a public environment with many different stakeholders. His widely varied experience offers clients a high-level of technical competence in analyzing and building alternative solutions for today's complex transportation environment.

EDUCATION

B.S., Civil Engineering, University of Washington, Seattle, WA

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.

Principal, 2007-Present

Transit

- **Kaua'i Short-Range Transit Plan, County of Kaua'i (HI) 2016-Ongoing.** Tim is the Project Manager for this effort that seeks to provide options to cost-effectively improve mobility for the community, based on their priorities and perspectives. The plan covers a wide range of topics, including marketing, paratransit, service planning, performance standards, fares, on-time performance, and technology. The final result will contain a detailed five-year implementation plan that accounts for the funding priorities of the County of Kaua'i.
- **North Shore and South Shore Transit Feasibility Study, County of Kaua'i (Lihue, HI), 2015-2016.** Project Manager. Kaua'i is paradise, but it is a paradise that is threatened by the very thing that makes it an appealing place, a simple, mostly rural island dotted with interconnected charming and historic small communities and beaches. The lack of alternatives to auto travel on the island threaten both the quality of life of residents as well as the attractiveness of the number one industry, tourism. This study assesses the feasibility of creating community-based circulation options that tie to a mainline transit spine that serves the only roadway on the island that ties each of the communities together.
- **Comprehensive Operations Analysis and Long-Range Plan, Corpus Christi Regional Transportation Authority (Corpus Christi, TX) 2015-2016.** Project Manager. A comprehensive short- and long-range plan for a 25-year-old agency that has never had a formal plan more significant than a one-year budget. Corpus Christi continues to grow and the demands on the transit system are diverse. With new leadership at the head of the agency, it was an opportune time to strategically plan for CCRTA's future as a vital part of the community. The plan included an assessment of CCRTA's Harbor Ferry as well as the potential to extend ferry service to other points in Corpus Christi Bay. The project included development of a cost model for the entire transit system including ferry operations.
- **I-355 Express Bus Corridor Development Plan, PACE Suburban Bus Service (Arlington Heights, IL) 2009.** Project Manager. I-355 is a rapidly developing corridor in the western suburbs of Chicago that currently has little transit service other than commuter rail, oriented to Chicago's core. The project provides Pace with a plan to guide future transit investments in the corridor. Sub-corridor markets were analyzed with extensive modeling and comparison of develop patterns and form. Each sub-corridor was then prioritized for development of transit service and facilities based on the potential to produce sustainable transit ridership. The plan creates a short and long range service and capital plan to meet current and future corridor travel demands and is being merged with Pace's Arterial Rapid Transit (ART) implementation planning.



Timothy D. Payne
Principal

- **Seattle Urban Mobility Plan, Seattle Department of Transportation (Seattle, WA) 2007.** Assistant Project Manager and Transit Lead. Alternative plan to replace Alaskan Way Viaduct with transit and surface street Improvements. Assisting with project coordination, nine subcontractors, and leading effort to build transit strategies that will significantly boost transit mode share into downtown Seattle as an alternative to re-building freeway capacity through replacement of a two-level highway structure along Seattle's waterfront that has reached its useful life.
- **Palo Alto Community Bus Study, Santa Clara Valley Transit Authority (San Jose, CA) 2007.** Project Staff. Assisted VTA, City of Palo Alto and Stanford University in reaching a consensus plan on how best to operate local transit circulation in Palo Alto, including specific routes and service levels.
- **Spokane Transit Authority Planning Function Assessment, City of Spokane (Spokane, WA).** Project Manager. An evaluation of current planning and scheduling organization and function at STA. Scope included recommended improvements to better utilize existing staff, identify vulnerabilities, and to make recommendations for additional staff, training, and improved organizational structure.
- **Redmond Local Transit Study, City of Redmond (WA), 2008.** Project Manager, City of Redmond, Washington, project to identify circulation needs within the community, formulate policies and strategies to work with regional transit providers and a multi-modal street network to meet those needs. The plan also establishes standards and a monitoring system to assess priorities and progress.
- **Long-Range Transit Plan, Spokane Transit Authority (Spokane, WA).** Transit Analyst, assisted the Nelson\Nygaard team with concepts to rebuild and enhance downtown transit access centered around an aging and controversial downtown transit center.
- **Long-Range Transit Plan, Community Transit (Everett, WA) 2008-2009.** Tim served as project manager for this project with Community Transit. The agency has adopted an aggressive vision to "think transit first" in Snohomish County. The area is overwhelmed with growth in suburban development and more is coming in the future. The challenge is to achieve consensus among many jurisdictions that transit has a major role in improving mobility, however support is needed local land use and transportation decisions to do so. A future network plan established transit emphasis corridors in priority order to begin development for the next "Swift" corridor. The plan includes a transit investment framework, service design, and performance standards.
- **Victor Valley Long Distance Commuter Needs Assessment, San Bernardino Associated Governments (San Bernardino, CA) 2008.** Project Manager, study to assess market potential for various public transit modes and methods to accommodate long distance commuters travelling to work along the Interstate 15 corridor from Victor Valley, California.
- **Seattle Transit Master Plan, Seattle Department of Transportation (Seattle, WA) 2010-2012.** Tim was the transit lead for this project. The effort set a vision for the City of Seattle that advances transit as a tool to meet broader City goals of livability, sustainability and economic vitality. The plan establishes a blueprint for a network of high intensity corridors throughout Seattle. One of those corridors is the Center City Connector, which will provide a vital link connecting fast growing portions of Center City to each other, as well as other modes including Link light rail, First Hill Streetcar, South Lake Union Streetcar, and three RapidRide routes, as well as providing access to Seattle's emerging crown jewel, a revitalized waterfront.
- **Seattle Central Waterfront Concept Design, Seattle Department of Transportation (Seattle, WA) 2012.** As project manager, Tim helped Seattle to balance the central waterfront's important mobility functions with the city's goal of establishing it as the premier gathering space for the Puget Sound region. Nelson\Nygaard led the design of a new bikeway, new intermodal transit center (which accommodates ferry riders and an extended primary



Timothy D. Payne
Principal

transit trolley line), a new vehicle waterfront connector, and public escalators to help visitors deal with the city's steep topography. The Waterfront Seattle Concept Design and Framework Plan won the 2013 National Planning Achievement Award for Urban Design from the American Planning Association.

- **Seattle Transit Master Plan, Seattle Department of Transportation (Seattle, WA) 2010-2012.** Tim was the transit lead for this project. The effort set a vision for the City of Seattle that advances transit as a tool to meet broader City goals of livability, sustainability and economic vitality. The plan establishes a blueprint for a network of high intensity corridors throughout Seattle. One of those corridors is the Center City Connector, which will provide a vital link connecting fast growing portions of Center City to each other, as well as other modes including Link light rail, First Hill Streetcar, South Lake Union Streetcar, and three RapidRide routes, as well as providing access to Seattle's emerging crown jewel, a revitalized waterfront.
- **Transit Master Plan, City of Boulder (CO) 2012-2015.** Near-term Transit Plan Lead. Boulder has a goal of achieving a 25% SOV mode split by 2025. While the community has made very significant progress, the effort is slowing. Transit redevelopment is a key to progress toward this goal. Coupled with new developments and a new transit center in the east-central part of town, there is a need to rethink the current transit network to form a foundation for high-quality, attractive service that will lead Boulder's future to the desired end point.

PREVIOUS EXPERIENCE

Pierce Transit, Tacoma, Washington

Senior Operations Planning Manager, 2001-2007

Service Planning Manager, 1990-2001

Senior Planner, 1985-1990

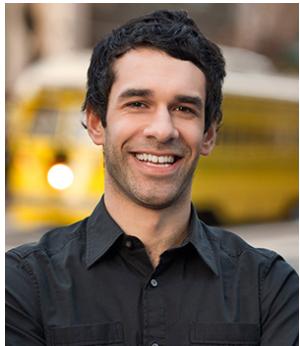
Washington State Department of Transportation, Washington State Ferries, Seattle, Washington

Service Planning Manager, 1977-1985



Brendan Rahman

Associate



Brendan has more than five years of experience as a multimodal planning consultant in the United States and Canada, with a focus on transit and pedestrian projects. He has managed several facets of the planning process, from design and complex GIS analysis, to project prioritization and performance monitoring. He is able to thrive at multiple scales: zooming out and thinking strategically, as well as understanding fine-grained details.

Prior to Nelson\Nygaard, Brendan was a planning consultant on projects involving transit-oriented development, active transportation, public health, and social development.

EDUCATION

M.S., Urban Planning, McGill University
B.A., Economics and Geography, McGill University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, 2015–Present

- **Turlock Short-Range Transit Plan and Implementation Support, City of Turlock (Turlock, CA) 2015–2018.** Compared common indicators between Turlock Transit and peer agencies in order to identify strengths and opportunities. Conducted a bus stop inventory. Developed improved rider guides for fixed-route and paratransit services, including easier-to-read system maps and schedules.
- **Kaua'i Short-Range Transit Plan, County of Kaua'i (HI) 2016–2018.** Conducted a run time analysis and schedule efficiency analysis in order to increase service hours without increasing operating costs. Assisted in route alignment planning. Conducted a bus stop needs assessment for newly proposed shuttle routes. Coordinated and staffed mobile outreach activities at ten retail locations on Kaua'i, reaching over 600 residents. Developed an online open house to complement in-person outreach activities, allowing community members to provide input at their leisure. Created a series of one-page, highly visual briefing sheets for decision makers that described recommended transportation changes.
- **OC Transit Vision, Orange County Transportation Authority (Orange, CA) 2016–2018.** Design lead. Created a project logo, color scheme, and icon set. Laid out and produced graphics for summary documents. Developed visually engaging route profiles. Produced outreach materials including boards, presentations, surveys, social media content, and business cards.
- **Indy Moves: Transportation Integration Plan, City of Indianapolis (IN) 2017–Ongoing.** Design and GIS lead. Working with the City of Indianapolis, the Metropolitan Planning Organization, and other stakeholders, to develop a multimodal Capital Plan—and associated prioritization framework—that is in line with shared values and goals, as well as complementary planning efforts.
- **TransLink Downtown Layover and Bus Stop Analysis, TransLink (Vancouver, B.C.) 2016–2018.** Developed a GIS model to assess the viability of bus stop consolidation based on several indicators: stop spacing, ridership, transfer potential, on-time performance, existing stop infrastructure, and wheelchair boardings. Produced maps, graphics, and presentation materials.
- **Comprehensive Local Fixed Route Analysis, Pierce Transit (Lakewood, WA) 2016–2017.** Produced maps and analysis for different service alternatives based on cost-neutral and expansion scenarios. Developed outreach materials including community meeting boards, and graphics for an online participatory budgeting tool.



Dan Sommerville

Associate



Dan's transit planning practice is rooted in foundations from his time in service development planning at the Ann Arbor Area Transportation Authority, and public transportation advocacy at the Michigan Environmental Council. He specializes in public transit, and transportation demand management.

Whether listening to fellow transit riders tell their stories or diving deep into the intricacies of emissions forecasting, Dan is passionate about using his skills to help communities grow into healthier and more sustainable places. He has worked on public transportation projects at the local, regional, and state levels, giving him a thorough understanding of the systemic layers across boundaries and administrations. His technical experience includes data analysis, GIS, Adobe Creative Suite, web content management, AutoCAD, and SketchUp.

EDUCATION

Master of Urban Planning, University of Michigan, Ann Arbor, MI, 2016
B.A., International Relations, Michigan State University, East Lansing, MI, 2012

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Associate, 2016-Present

Kalamazoo Area Bus Stop Study, Central County Transportation Authority (Kalamazoo, MI)
2018-Ongoing. Fixed-route transit route and stop data analysis.

B-Line or Better, Translink, (Vancouver, BC) 2018-Ongoing. Project corridor mapping.

Oregon Transportation Options Travel Survey, Oregon Department of Transportation (Salem, OR) 2018-Ongoing. Public survey data analysis.

Seattle Streetcar Extension and Urban Gondola Feasibility Study, Seattle Department of Transportation (Seattle, WA) 2018-Ongoing. Corridor alternatives analysis, infrastructure siting, service technology capital research.

Honolulu Complete Streets Rehabilitation of Streets Units 48, 75, 81 and FY18, City & County of Honolulu (Honolulu, HI) 2017-Ongoing. Infrastructure mapping.

Yamhill County Transit Development Plan, Yamhill County (McMinnville, OR) 2017-Ongoing. Demographic analysis, existing service analysis, plan review, and public engagement surveys.

Lake County Paratransit Market Study, Lake County (Libertyville, IL) 2017-Ongoing. Demographic analyses, mapping, commute flow analysis and public and stakeholder engagement surveys.

Swope Area - Prospect Connectivity Study, Mid-American Regional Council (Kansas City, MO) 2017-Ongoing. Neighborhood connectivity systems best practices research, infrastructure alternatives prioritization.

Seattle Commute Trip Reduction Strategic Plan, Seattle Department of Transportation (Seattle, WA) 2017-Ongoing. Transportation demand management program evaluation framework and monitoring development, stakeholder engagement, transition plan analysis, and existing program analysis.



Dan Sommerville
Associate

Denver Colfax BRT 10% Design, City & County of Denver (Denver, CO) 2017–Ongoing.
Infrastructure mapping, street design.

Stanford University Shuttle RFP, Stanford University (Stanford, CA) 2017–2018. Capital procurement planning, existing service analysis, plan review, and request for proposals writing.

Clean Energy DC: Greening the Fleet Analysis, District of Columbia Department of Energy and Environment (Washington, DC) 2017. Transit fleet emissions assessments and forecasting, autonomous vehicle impact assessment.

Ann Arbor Circulator Feasibility Study, Ann Arbor Downtown Development Authority (Ann Arbor, MI) 2017. Demographic analysis, existing service analysis, corridor alternative analysis, mapping, service planning, finance options planning, and plan review.

Idaho Statewide Public Transportation Plan, Idaho Transportation Department (Boise, ID) 2016–2017. Demographic analyses, transit propensity analysis, future trend analysis, mapping, transit service inventory, finance options planning, and stakeholder engagement.

PREVIOUS EXPERIENCE

Ann Arbor Area Transportation Authority, Ann Arbor, MI
Planning Intern, 2014–2016

- Co-wrote agency sustainability plan, approved by Board of Directors in October 2015
- Conducted peer research, developed service performance metrics, and planned Limited-English Proficiency practices
- Performed spatial analysis using GIS mapping

University of Michigan, Ann Arbor, MI
Graduate Student Instructor, 2016

- Led weekly class, titled “Architecture, Sustainability, and the City,” in collaboration with Doug Kelbaugh

Michigan Environmental Council, Lansing, MI
Policy Associate, 2013–2014

- Secured grant funding for a cross-state passenger rail feasibility study
- Led Michigan By Rail team, coordinating statewide advocacy strategy and project administration
- Served on management team of Transportation for Michigan coalition, guiding multi-sector advocacy strategy and facilitating transition in coalition form and function

Transportation for Michigan, Lansing, MI
Fellow, 2013

- Performed legislative analysis, and planned campaign projects.
- Wrote public communications for multiple media formats.

AWARDS

Rising Transit Star Award Nominee, Transit Riders United, 2015

B

Appendix B: Exceptions Memo



MEMORANDUM

To: Whom It May Concern

From: Paul Jewel, Managing Director

Date: August 8, 2018

Subject: RFP Exceptions City of Turlock
RFP 18-030 Short-Range Transit Plan FY 2019-24
City Project No. 18-34

To Whom It May Concern,

We have reviewed the sample agreement provided and find it to be a well drafted and generally reasonable basis for negotiation upon selection. In particular, we would like to review with you certain contract terms such as allocation of liabilities, insurance provisions, bonding provisions, ownership of documents and intellectual property, payment and termination provisions.

Sincerely,

A handwritten signature in black ink that reads "Paul Jewel".

Paul Jewel
Managing Director