

WORK PLAN AND SCOPE

TASK 1.0 – PROJECT MANAGEMENT AND BACKGROUND

PROJECT KICKOFF AND CONFIRMATION OF BACKGROUND DATA

Within the first month following the notice to proceed, the KLJ/Kimley-Horn team will coordinate Operator Workshop #1. Operator Workshop #1 will serve as a kickoff meeting and will include a review of collected background information along with review of the TDP's goals and objectives, the study process, timeline and schedule for all public involvement including future SRC meetings and agendas to be held throughout the study's duration. As part of the Operator Workshop #1, the status of the transit rider survey will be discussed and reviewed.

The kickoff meeting will provide CAT and the GF-EGF MPO a chance to clarify any preliminary issues to be addressed by the TDP update. To facilitate seamless development of the Existing Conditions Report, the first kickoff meeting will allow the KLJ/Kimley-Horn team, CAT and the GF-EGF MPO to achieve consensus on available data sets and will more clearly outline coordination efforts for the remainder of the planning process.

ONGOING PROJECT MANAGEMENT

Project management tasks include both ongoing communication with CAT and the GF-EGF MPO. At the kickoff meeting, a schedule and methodology for continuing communications with CAT and the GF-EGF MPO will be established. We suggest a bi-weekly phone conference to make sure all parties involved are aware of the project status and deliverables. The KLJ/Kimley-Horn team will also prepare regular status reports and tracking and review of billing. This task provides the resources to manage all team members as well as conduct all administrative duties necessary for making sure the project remains on schedule and within budget.

TASK 2.0 – DATA COLLECTION AND ANALYSIS OF EXISTING CONDITIONS

With the notice to proceed, the KLJ/Kimley-Horn team will collect and review relevant data and reports provided by CAT and GF-EGF MPO regarding CAT operations and other metropolitan planning products that will influence the TDP update. The KLJ/Kimley-Horn team will summarize all relevant reports and transit-related studies and documents undertaken since development of the 2012-2016 TDP, along with relevant data undertaken prior to the adoption of the 2012-2016 TDP that may impact development of the current TDP. We will utilize the recently completed and successful MPO Long-Range Transportation Plan (LRTP) to make sure the 2017-2021 TDP fits within the overall context of the LRTP. However, much has changed since the LRTP was last adopted by the MPO, so the TDP update is an opportunity to set a fresh course for the CAT system prior to the start of the imminent update of the next LRTP.





The KLJ/Kimley-Horn team will provide a summary of existing conditions and the operating environment including transit history, operations, ridership trends and finances of transit services in the Grand Forks-East Grand Forks area.

Per the RFP, The KLJ/Kimley-Horn team will compile the following data into a cohesive Existing Conditions Report for CAT and GF-EGF MPO:

- » Service area, hours of operation and level of service by route
- » Number of passengers and passenger trips by route
- » Financial Systems Overview
- » Assessment of existing facilities and capital assets
- » Summary of programmed or pending replacements and expansion
- » Technology advances, including automatic vehicle location (AVL) and automatic voice announcements (AVA)
- » Transit management structure and organization, including a summary overview of existing staffing levels
- » Summary of current marketing efforts

While most of the Existing Conditions Report data will originate from the GF-EGF MPO or CAT, the KLJ/Kimley-Horn team will document existing demographics, land use and travel patterns as they relate to transit services. All existing conditions, including socio-economic demographics, will be analyzed with respect to current and potential ridership and will form the basis for new or improved service considerations.

Several specific items will be included in the Existing Conditions Report:

- » **Bus Stop Level Ridership** – It is our understanding that boarding by bus stop is available for every route. We request that CAT provide us the geocoded bus stop file as well as ridership by stop. We believe the information is organized in tabular format. In order to create ridership graphics, we also request the geocoded bus stop locations, if available. This data will form the basis for evaluation of existing transit services, ridership by service and ridership patterns.
- » **Travel Demand Model Data** – The KLJ/Kimley-Horn team will build upon the analysis completed as part of the LRTP and examine 2025 and 2040 trip density analysis from GF-EGF MPO's travel demand model. The travel demand flows between TAZs should be examined for potential new service reflecting future travel demand patterns.
- » **On-Time Performance Data** – Any route level on-time performance data should be documented. Improvements have been made with Transit Signal Priority (TSP) and designated stops since the adoption of the last TDP. On time performance is still an issue.
- » **Service Area Versus Developed Area** – Current service areas will be analyzed in relation to areas within the Grand Forks-East Grand Forks Metropolitan area that are not currently served. Given rapid development in the study area, several commercial, residential and businesses are located outside of CAT's existing service area. Understanding these areas will be helpful to gathering public input early in the TDP Update.
- » **Current or Proposed Major Activity Centers** – The KLJ/Kimley-Horn team will develop a transit generator map. The transit generator map is a more refined understanding of where CAT service matters most in terms of accessing employment, housing and addressing travel demand management needs. It is our opinion that several major residential and employment generators are not adequately served. Development of a preliminary base line data will assist us in developing a better-served population.

TASK 3.0 – ISSUE IDENTIFICATION AND NEEDS ASSESSMENT

A number of key issues identified in the 2012-2016 TDP continue to impact existing transit services while additional issues have also emerged in the years since the last TDP was completed. The KLJ/Kimley-Horn team will use development of the Existing Conditions Report to generate input from the general public and CAT riders. Specific tasks to be undertaken in support of the Issue Identification and Needs Assessment will include the following components.

FIELD OBSERVATIONS

KLJ is familiar with the existing service area; however, conditions change quickly, and we will be prepared to accommodate new information. The KLJ/Kimley-Horn team will conduct a site reconnaissance of the study area to evaluate transit travel patterns, verify bus stop locations, identify landmarks and gain familiarity with the location of major employment centers, educational institutions, shopping centers and residential areas. The reconnaissance will assist us in developing strategies for services, facilities and policies.

We will study every fixed-route operated by CAT to achieve an understanding of ridership patterns, the areas served, associated capital facilities and the operational challenges faced by operators. We will also ride several routes in the system to gain first-hand knowledge of how passengers use the service. Following our fieldwork we will meet with GF-EGF MPO and CAT staff to discuss pertinent findings.



MARKET POTENTIAL ANALYSIS

The consultant team will review data collected early in the TDP update process to understand potential future market opportunities for CAT:

- » Document origin-destination travel patterns between TAZ and/or sub-zones by trip mode, purpose and density for both 2025 and 2040.
- » Produce origin-destination matrix and desire line maps, identifying current and potential transit service markets and corridors.
- » Through the public involvement process, specifically Public Input Meeting (PIM) #1 and Focus Groups, the KLJ/Kimley-Horn team will develop an understanding of potential new marketing demands and opportunities among key populations (such as large employers, mobility management partners and UND).

FIXED-ROUTE ASSESSMENT

The consultant team will conduct a detailed analysis of existing fixed-route operations in order to determine which of the existing services and policies are successful in promoting system goals and objectives and which are in need of remedial actions to improve efficiency and effectiveness of CAT transit services.

ROUTE LEVEL RIDERSHIP ANALYSIS

We anticipate receiving stop-level boarding tables from CAT for each route. We will display the boarding data graphically in a GIS format, showing individual bus stops along each route alignment and signifying the total passenger activity for each stop with markers of variable size, indicating activity ranges. Visual projections help illustrate underperforming street segments and neighborhoods that will be studied in more detail during subsequent project phases.

TRANSFERS

Based on a review of the transfer patterns, we will evaluate the transferring behavior of each route's riders, including the transfer rate of all route users and the most significant transfer route pairs. The information will be used to evaluate scheduled transfer connections between the most frequent route pair interchanges to investigate potential route interlining modifications and evaluate conditions and facilities provided for the required transfer.

SPAN AND FREQUENCY OF SERVICE

We will investigate the span and frequency of service of each route, comparing the quality of service with route ridership and cost characteristics. Where an apparent disconnect between level of service, operating costs and ridership occurs, we will evaluate service level and schedule modifications to better match the ridership and cost characteristics of the route within the parameters of service policies and standards.



PRODUCTIVITY, EFFICIENCY AND EFFECTIVENESS

Based on each route's ridership and cost characteristics, we will evaluate the productivity, efficiency and effectiveness of route operations. Traditional measures for this evaluation will include:

- » Riders per revenue mile and/or riders per revenue hour are typically used to evaluate ridership demand and productivity.
- » Cost per revenue hour is typically used to evaluate the service's cost efficiency. While the cost factor used is generally calculated from system-wide operations, the individual route operations can result in differing costs for differing routes and classes of service.
- » Cost per passenger is used to evaluate the cost-effectiveness of service, showing which routes provide the best return in terms of riders and passenger miles for each dollar invested in route operations.

The Existing Conditions Report will provide the basis for this analysis.

GEOGRAPHIC COVERAGE

The consultant team will compare the service area coverage of the fixed-route system with the spatial distributions of identified transit markets and with the locations of identified transit trip attractors. Where significant geographic areas are found to be un-served or under-served, we will recommend modifications in service coverage within the limitations of operating resources. We will evaluate the spacing between fixed routes and compare that with adopted standards and guidelines. Where necessary, we will recommend changes in route alignments or recommend the addition or elimination of services to better match geographic coverage with identified transit markets.

IDENTIFY SERVICE BARRIERS

The consultant team will identify any existing barriers to transit service usage. Barriers can be physical barriers (high-speed roadways, railroad crossings, rivers, lakes, fences or walls and steep hills or bluffs) or may be procedural or systemic (lack of language-specific information, inadequate information availability, rigid eligibility requirements, etc.)

IDENTIFY UNMET SERVICE NEEDS

Based on community input and development of the Existing Conditions Report, the KLJ/Kimley-Horn team will identify unmet transit service and capital facility needs in the Grand Forks-East Grand Forks Metropolitan area.

While it may not be possible to address all needs in the project recommendations, this will provide GF-EGF MPO and the consultant team an opportunity to recognize the unmet needs and to prioritize those needs prior to service and program options being identified.

TASK 4.0 – PUBLIC INVOLVEMENT

Public involvement provides a means to integrate the public’s perceptions and attitudes into future potential service options and alternatives for CAT. The public must understand from the beginning of the process that their input and feedback will assist in developing recommendations of the final approved TDP. The KLJ/Kimley-Horn team is familiar with GF-EGF MPO’s approved 2012 Public Participation Plan (PPP) and will use it to guide development of the overall TDP update. KLJ will use public involvement opportunities throughout the TDP update to achieve the following goals:

- » Develop momentum for the TDP update that can cascade support for CAT needs into the next update of the LRTP
- » Identify perceptions and knowledge about CAT
- » Educate the public about CAT and the opportunities and alternatives available for system growth
- » Measure changing levels of awareness and acceptance of CAT as a viable commuter option in the Grand Forks-East Grand Forks Metropolitan area
- » Promote CAT and the TDP update through the use of traditional and innovative social media

A successful public participation process requires the timely inclusion of public review and comment into the project methodology, findings and recommendations. Public involvement for TDP update development will include public meetings, workshops and surveys described in the paragraphs that follow.

SRC

SRC will consist of a broad range of local, state DOT and federal agency stakeholders. The KLJ-Kimley Horn team will meet with SRC four times between May and November 2016 to allow SRC opportunities to provide oversight and input into TDP development. While GF-EGF MPO will be responsible for scheduling meetings, developing agendas and recording minutes, the consultant team will work closely with GF-EGF MPO on coordination and distribution of materials.

FOCUS GROUP MEETINGS

In coordination with CAT and GF-EGF MPO, the KLJ-Kimley Horn team will coordinate and facilitate up to four 75-minute focus group meetings with key stakeholders and interested persons to discuss transit system needs and opportunities in the Grand Forks-East Grand Forks Metropolitan area. We anticipate the focus groups will be coordinated in close proximity with PIM #1. Given KLJ’s understanding of the project area, we will work smoothly with focus group participants to gather critical input regarding CAT needs and opportunities.

A benefit of a focus group setting is the ability to ask qualitative questions regarding service needs and improvements. A list of specific individuals identified to participate in the meetings will be developed by CAT and GF-EGF MPO. All information gathered from the meetings will be used in development of the Existing Conditions Report and issues identification.





OPERATOR WORKSHOPS

In order to solicit feedback about current operations and to identify transportation needs and potential scheduling efficiencies, input from CAT administration, MPO staff, dispatchers, drivers and MV Transit will be gathered and analyzed via three workshops:

- » Workshop #1 – Brainstorm System Deconstruct (Preliminary Project Kickoff)
- » Workshop #2 – Review Public Comments and Issues; Brainstorm System Reconstruct
- » Workshop #3 – Refine Public Comments on Reconstructed Systems Alternatives and Prepare Final Alignments

Operator workshops are critical screening opportunities to learn first-hand about how the system is working today and what changes may or may not work to improve CAT operations. In particular, a critical component of the TDP update process is operator input regarding enhanced services based upon their observations and interactions with riders who comment on service needs.

Additionally, drivers, dispatcher and supervisors can provide feedback on possible schedule improvements and identify operational issues affecting service delivery. The drivers will also be given the opportunity to provide feedback after the first set of recommendations has been created. KLJ will work closely with CAT to schedule operator workshops.

PUBLIC INPUT MEETINGS

The KLJ/Kimley-Horn team will facilitate three public meetings with the general public, ridership and key stakeholder groups.

PIM #1

PIM #1 will be held in early the TDP development process. Existing Conditions and a preliminary set of system needs and issues will have already been developed. Additionally, PIM #1 will correspond with the availability of the Transit Rider and College Study Transit Survey. It is proposed that both an open house daytime meeting venue be established along with a more formal evening meeting, ideally on one day. One of these meetings would be held in Grand Forks and the other in East Grand Forks.

PIM #2

PIM #2 would be held midway through the development of the TDP update and would be primed to gather input on system reconstruction options. Public input summaries from PIM #1 and a finalized set of system needs and issues would be formally presented as part of PIM #2. It is proposed that both an open house daytime meeting venue be established along with a more formal evening meeting, ideally on one day. One of these meetings would be held in Grand Forks and the other in East Grand Forks. The day/night locations would be a reversal of PIM #1.

PIM #3

PIM #3 presents the final Draft TDP and includes the recommended direction for the CAT system for the years 2017-2021. By the time of PIM #3, substantial operational, technical, political and public consensus building has been completed. PIM #3 will serve to galvanize, and more importantly publicize, the new direction for CAT.

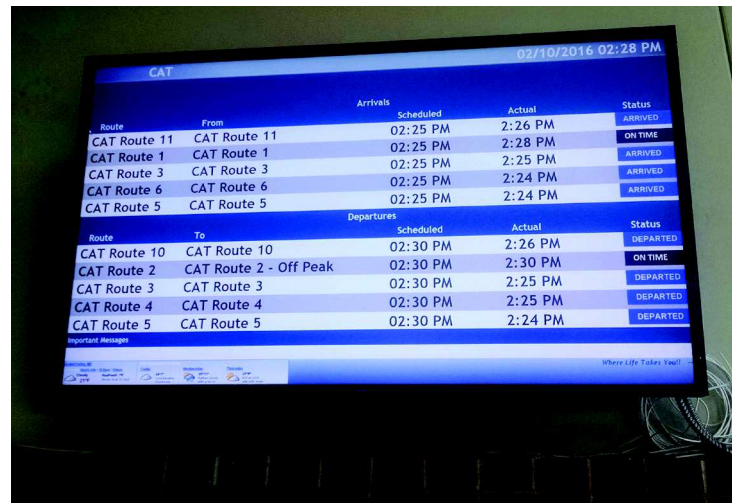
TRANSIT RIDER AND COLLEGE STUDENT SURVEY

The KLJ/Kimley-Horn team will work with CAT and GF-EGF MPO to develop and administer a rider and college study survey to support TDP efforts for distribution in print and web format. The survey will be initiated prior to PIM #1 and shall run through the full PIM #1 comment period. KLJ/Kimley-Horn team will prepare a concise summary report from the survey results and tie it directly into Issues and Needs Identification element of the TDP. Most importantly, the survey will be structured to support the overall operational strategy agreed to by CAT and the GF-EGF as part of the Operator Workshop #1.

LOCAL APPROVALS

As requested by the RFP, the KLJ/Kimley Horn Team is committed to making sure the TDP moves through the final approvals process and is approved by both the City and GF-EGF MPO. Budget is included to be on-site for the preliminary approvals process outlined in the calendar through December of 2016 for the Planning Commission, City Council and MPO Executive Policy Board.

However, to maximize budget, we may look to use both CAT and MPO staff to present the Final document as noted in January 2017. It is our belief that by this phase of the process there will be no significant questions or concerns to address. Additionally, as partners through the process, both CAT and the MPO will be able to provide any final remarks on the TDP, and transmit any final needed changes or revisions back to KLJ.



CAT					
02/10/2016 02:28 PM					
		Arrivals		Status	
Route	From	Scheduled	Actual		
CAT Route 11	CAT Route 11	02:25 PM	2:26 PM	ARRIVED	
CAT Route 1	CAT Route 1	02:25 PM	2:28 PM	ON TIME	
CAT Route 3	CAT Route 3	02:25 PM	2:25 PM	ARRIVED	
CAT Route 6	CAT Route 6	02:25 PM	2:24 PM	ARRIVED	
CAT Route 5	CAT Route 5	02:25 PM	2:24 PM	ARRIVED	
		Departures		Status	
Route	To	Scheduled	Actual		
CAT Route 10	CAT Route 10	02:30 PM	2:26 PM	DEPARTED	
CAT Route 2	CAT Route 2 - Off Peak	02:30 PM	2:30 PM	ON TIME	
CAT Route 3	CAT Route 3	02:30 PM	2:25 PM	DEPARTED	
CAT Route 4	CAT Route 4	02:30 PM	2:25 PM	DEPARTED	
CAT Route 5	CAT Route 5	02:30 PM	2:24 PM	DEPARTED	

TASK 5.0 – OPERATIONAL ANALYSIS

KLJ understands the detailed needs of CAT and GF-EGF MPO regarding development of the 2017-2021 TDP Update include an exercise to deconstruct and then reconstruct the current fixed-route system to maximize current and projected revenues. As such, we are committed to developing a detailed operational action plan to address both system-wide and subarea level needs and issues.

As discussed in our Project Approach and Understanding, there is tremendous need to maximize service between several significant transit generators in the Grand Forks-East Grand Forks Metropolitan area. KLJ understands that CAT needs a system-wide assessment of existing and projected needs. We are also cognizant of a handful of subarea analyses where existing needs have been already identified by GF-EGF MPO and CAT, specifically addressing better access to recent and imminent housing and employment areas. KLJ will focus system-wide and also take a detailed look at specific subarea operational needs.

The KLJ/Kimley-Horn team will develop two distinct operating alternatives as part of the TDP Update, both of which are supported by the Financial Plan discussion in Task 8.0. The first alternative will be a one to five-year cost-constrained alternative that grows CAT service roughly in-line with existing and projected revenue. While cost constrained, this alternative will also represent our best collective effort to reconstruct the current CAT fixed route system.

The second operational alternative is an Unconstrained Vision Plan that will outline a broader, more robust vision for CAT, both in the one to five-year horizon, but also over the six to ten-year horizon. The Unconstrained Vision Plan makes sure CAT is able to retain a larger operational vision on top of what is likely fundable over the next 10 years.

FIXED-ROUTE ALTERNATIVES

Based on market research, route analysis, previously conducted route reconnaissance and our experience, a series of service and capital modification options will be developed, designed to improve productivity, efficiency and effectiveness to extend system services to new markets and to address identified unmet transit needs. The recommendations will include modifications to existing services and the addition of new services. Recommendations may also include identification of services or service delivery alternatives that better serve users based on goals and objectives, performance measures and other service parameters and operating guidelines identified by GF-EGF MPO and the KLJ/Kimley-Horn team.

Fixed-Route Network Options

Network options describe a variety of potential relationships between system services. The relationships include areas served, the target market each option is designed to serve and the way in which each type or class of service interfaces with other types or classes. The recommended CAT fixed-route system will likely be composed of operating sub-systems containing elements of a number of differing network types, grid, multi-center, trunk feeder, radial and circulator routes. The basic network designs are relevant to the fixed-route network and also define the interface between fixed-route operations and other service modes. The network framework is based upon the interrelationships identified between differing service areas, the markets and submarkets identified for public transportation services and the identified travel patterns of service area residents and employees. The recommended network will also consider capacity constraints at capital facilities and show the optimal method to provide connectivity between routes while minimizing the need for additional transit center bus bays.

Alignment and Schedule Options

The KLJ/Kimley Horn team will identify options that modify fixed-route services in an effort to improve mobility, reduce unit operating costs, improve ridership and productivity, provide more efficient and effective service and to improve schedule adherence. Route alignment and schedule recommendations will include an analysis of estimated impacts on ridership, revenues, schedule performance, operating and capital costs, connectivity with other services, accessibility and rider convenience.

Based upon the route and schedule analysis, changes may be recommended in the day-to-day operations of fixed-route services. Where appropriate, levels of service on individual routes will be increased or decreased, and schedules may be modified to better meet the work schedules of employers or to improve transfers between routes.

Opportunities will be identified to extend services to additional trip attractors, promote reverse-commute operations, assess lower-cost alternatives for routes with low-productivity, modify service levels or service modes or combine services to increase productivity. Opportunities will also be identified for the expansion of route-deviation or service routes that can be more cost-effective than purely fixed-route operations and which may allow a reduction in complementary paratransit services.

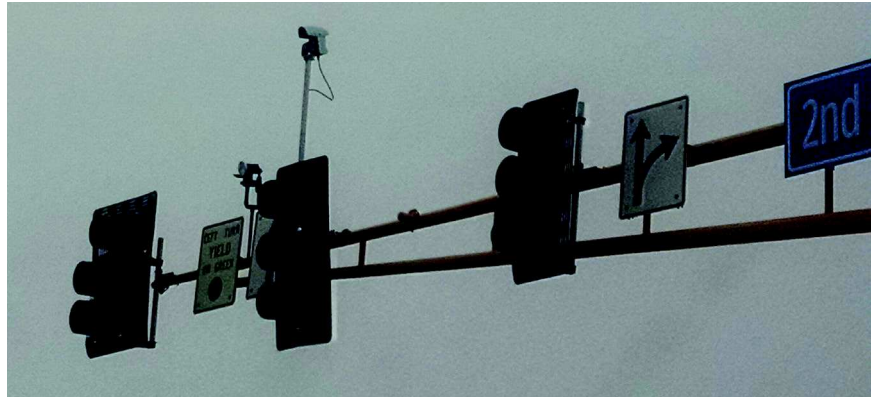
The transition to more of a service-based economy has continued to pressure agencies nationwide to operate seven days per week. Span of service, particularly the need of providing Sunday service, will be assessed in this task. If the need is identified, cost-effective service delivery mechanisms will be recommended.

The results of the analysis will be summarized in the Operational Alternatives Analysis report. Areas of likely interest include:

- » Efficiency and effectiveness of paratransit services
- » Major paratransit destinations
- » Ability to transition some riders to the fixed-route system
- » Demand by hour of day
- » Integrating rural providers into assisting with urban paratransit trips
- » Expanding general public paratransit service to select areas
- » Serving Sunday service needs using general public paratransit
- » Coordination with social service agencies or other non-profits in the provision of transportation services

ASSESSMENT OF TRANSIT SIGNAL PRIORITY

The KLJ/Kimley-Horn team will evaluate and assess the utility of the current Transit Signal Priority (TSP) system currently used by CAT and the City of Grand Forks. Having been in place for several years, the program is likely due for a review and assessment.

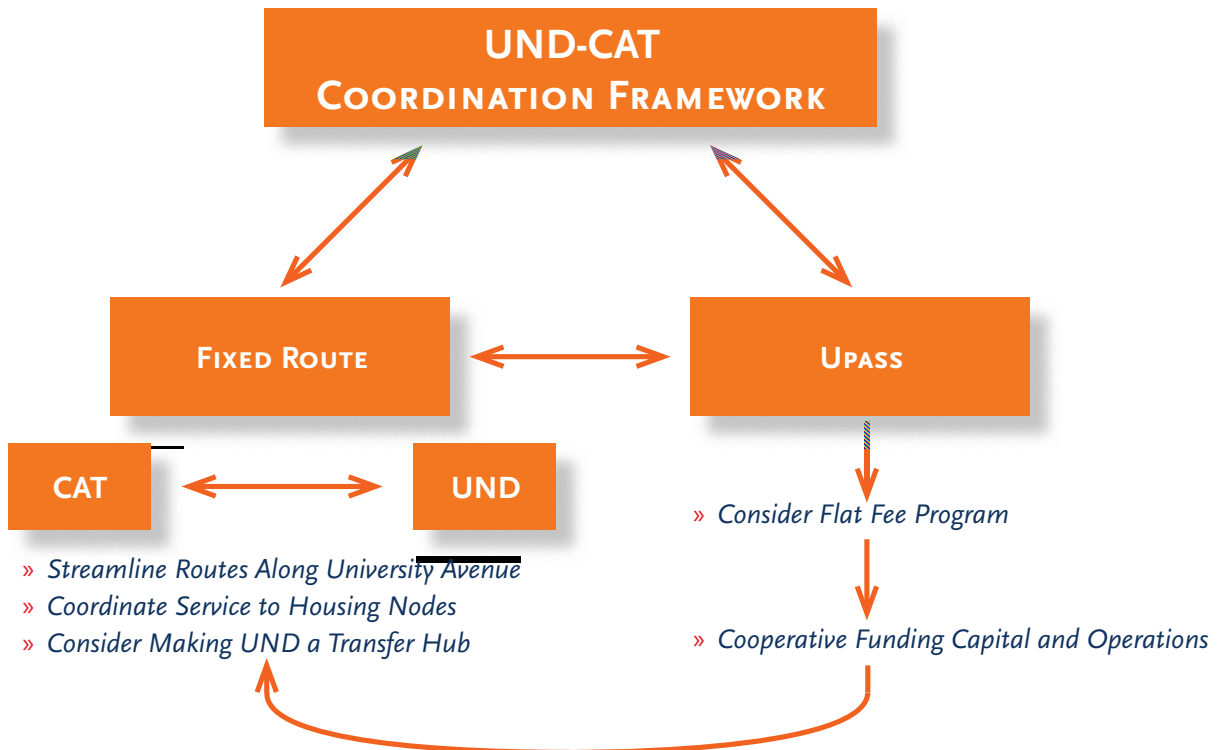


UND – CAT FRAMEWORK FOR COORDINATION

The previous TDP developed substantial analysis regarding on-campus routes for UND. Currently, UND is looking at significantly modifying its current on-campus routes to better maximize parking and student demand. The scope of the current TDP update does not include the same robust evaluation. Nonetheless, the TDP can serve to coordinate revised CAT fixed routes with UND on-campus routes. More importantly, the KLJ/Kimley-Horn team will look to establish a new operational framework for increased coordination in both operational and capital needs of CAT and UND.

While not the final solution or answer, the UND-CAT Framework sets a new chapter in facilitating greater levels of communication and cooperation between the two significant transportation providers. The UND-CAT Framework is brokered as the TDP unfolds through ongoing coordination both formal and informal.

UND-CAT COORDINATION FRAMEWORK



Transit Capital Needs Assessment

The capital needs assessment will focus on bus replacement and expansion needs, signage, shelters, facility size and other elements necessary to improve customers' transit experience. The analysis is broken into several sub-elements outlined below.

Transit Vehicle Needs

Under Moving Ahead for Progress in the 21st Century (MAP-21) and now the FAST Act, capital funds for transit capital have been reduced, and the process for securing FTA Section 5339 funds has become more competitive through both MnDOT and NDDOT. The KLJ/Kimley-Horn team will develop an updated replacement schedule for the CAT rolling stock fleet including both fixed-route and paratransit. The replacement schedule will also account for needs associated with service hour or service area increases as part of both the cost-constrained and cost-unconstrained vision plan.

The transit vehicle needs assessment will dovetail into the TDP update's overall financial element to make sure symmetry with investment programming is developed through the GF-EGF MPO TIP, coordinated with both NDDOT and MnDOT.

FLEET VEHICLE INVENTORY AND REPLACEMENT SCHEDULE

FIXED ROUTE			
Vehicle #	Year/Age	Age	Programmed Replacement
976	1997	19	2016
31	2003	13	2016
42	2004	12	n/a
91	2009	7	2016
103	2010	6	n/a
104	2010	6	n/a
105	2010	6	n/a
106	2010	6	n/a
112	2011	5	n/a
113	2011	5	2016
114	2011	5	2016
Average Age (years)		8.2	
Average Age (Following 2016 Replacements)		4.9	

DEMAND RESPONSE			
Vehicle #	Year/Age	Age	Programmed Replacement
107	2010	6	2016
108	2010	6	2016
109	2010	6	2016
121	2012	4	2016
141	2014	2	2017
142	2014	2	2018
151	2015	1	2019
152	2015	1	2020
153	2015	1	2020
154	2015	1	2020
Average Age (years)		3.0	
Average Age (Following 2016 Replacements)		1.5	

CITIES AREA TRANSIT MAINTENANCE AND STORAGE FACILITY

The current CAT maintenance facility is in dire need of upgrade and expansion. In our opinion, this is CAT's number one capital priority. The KLJ/Kimley-Horn team will work with CAT and its architect EAPC to facilitate coordination of the projected future rolling stock estimates for CAT. The KLJ/Kimley-Horn team will coordinate with CAT to make sure future financial needs related to CAT storage and maintenance facility are integrated into the overall TDP financial plan.

Transfer Locations and Shelter Needs

The KLJ/Kimley-Horn team will aggregate boardings by stop to create a list of high ridership bus stop locations without shelters. The locations will be prioritized for future stop improvements. The KLJ/Kimley-Horn team will review options for new or expand system transfer points to reflect potential changes to the overall CAT fixed-route system. Current major transfer points need to be coordinated with business such as Altru, Columbia Mall and possibly UND. Transfer and terminal needs related to other intercity transportation providers will also be considered.



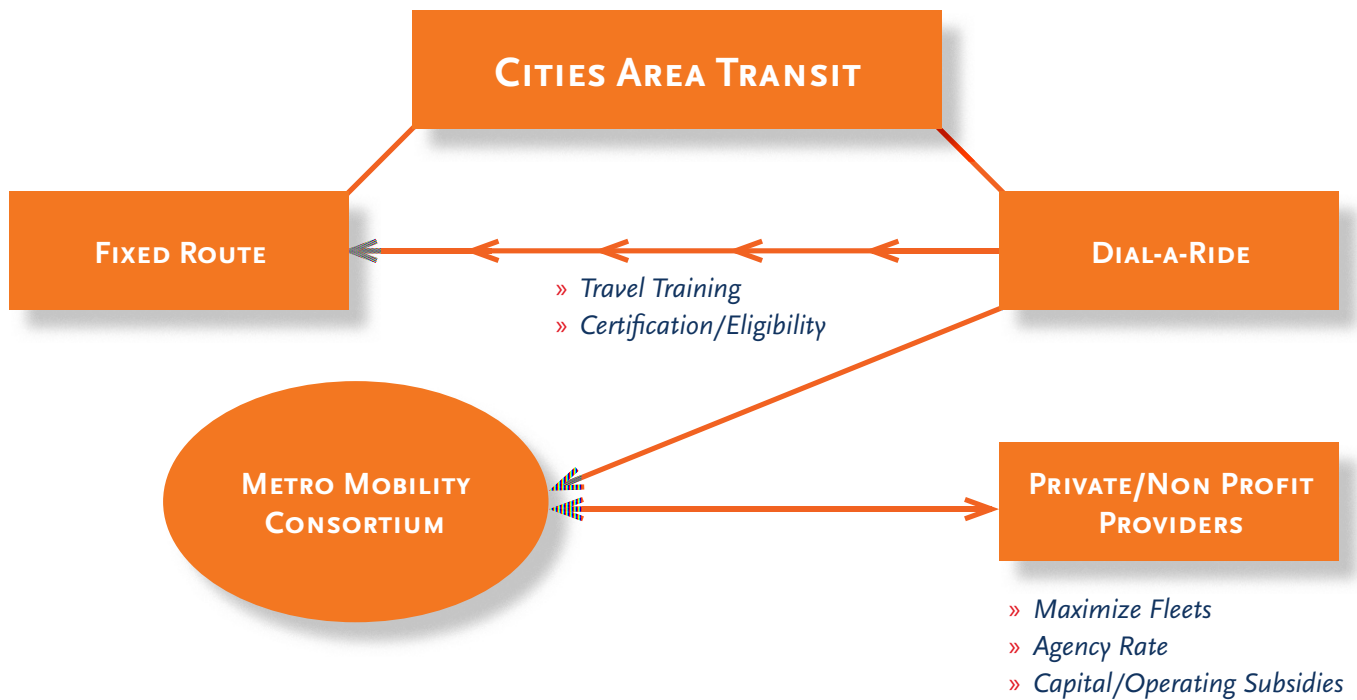
TASK 6.0 – MOBILITY MANAGEMENT FRAMEWORK

Under MAP-21 and again under the FAST Act, many of the requirements for a Coordinated Human Service Public Transportation Plan brought about under the 2005 SAFETEA-LU have been lifted. The KLJ/Kimley-Horn team recognizes CAT has an established and effective mobility manager and mobility management program. Accordingly, the KLJ/Kimley-Horn team will work closely with CAT and other significant specialized providers to develop a Mobility Management Strategy as part of the TDP update. The Mobility Management Strategy will work in tandem with the overall CAT fixed-route operational plan and will be a detailed programmatic action plan as opposed to the more cumbersome and less impactful Coordinated Human Services Public Transportation Plan.

KLJ will build upon the existing mobility management architecture currently in place to outline a meaningful strategy to address niche service needs in the Grand Forks-East Grand Forks Metropolitan area. The KLJ team proposes to develop an inventory and opportunity matrix of existing and future capital and operational coordination between CAT (fixed-route, senior and paratransit) services and other significant transportation providers and service agencies. The Mobility Management Framework will respond to the following identified needs:

- » Prepare a global understanding of the transportation needs for individuals with disabilities, elderly adults and persons with limited income, with a close look at needs not currently or effectively met by the fixed-route system
- » Provide an assessment of existing services provided by smaller providers and related service agencies, with a focus on opportunities to coordinate between providers and with ongoing or future CAT programs and services
- » Identify opportunities to improve service between CAT and smaller agencies and service providers, including opportunities for better coordination between area agencies through innovative capital and operational investments that support mobility management programming
- » Develop specific programmatic recommendations to provide an achievable mobility management framework and action plan for CAT and cooperating area agencies

MOBILITY MANAGEMENT FRAMEWORK



PARATRANSIT ANALYSIS AND SENIOR RIDE ANALYSIS

The task gathers information needed to review the effectiveness and efficiency of demand response paratransit services operated by CAT and Valley Senior Services.

Currently, CAT operates a complementary ADA Paratransit system and senior dial-a-ride program. Together, the two services address a large amount of niche mobility management transportation needs in the Grand Forks-East Grand Forks Metropolitan area.

The analysis will examine:

- » Who patronizes the ADA and Senior Ride services; specifically, our analysis will determine what proportion of users are likely eligible under ADA and what portion is the general public and/or senior trips
- » The most common travel patterns for paratransit trips and senior-ride trips
- » Demographic characteristics associated with CAT Paratransit and Senior Ride patrons
- » Whether CAT service policies, procedures and practices for persons with disabilities are being met or exceeded in accordance with ADA standards
- » Whether CAT Dial-a-ride services are being offered in the most cost-effective manner possible

We will work with CAT Paratransit staff to gather system performance indicators. This will include information about number of trips, time of day they occurred, whether the rider is disabled, points of origin and destination and the number of revenue hours and revenue miles used to meet the trips. Additional information to be gathered will include:

- » Service fares and service area
- » Eligibility and certification process for ADA passengers
- » Reservation, scheduling, dispatch and trip logging functions
- » Policies and procedures related to driver operations and labor contracts
- » Vehicle operations, maintenance and subsequent record-keeping practices
- » Partnerships with local social service and other organizations

TASK 7.0 – TRANSIT ASSET MANAGEMENT

Nationally, the goal of improved transit asset management is to implement a strategic approach for assessing needs and prioritizing investments for bringing transit systems into a state of good repair. The Federal Transit Administration's (FTA) ultimate goal is to assist and position transit agencies to jump-start the cultural change from a find-and-fix approach to maintenance/asset management to a predict-and-prevent approach that reduces cost and improves safety and reliability. To achieve this goal, FTA is in the process of establishing the following guidance:

- » Defining a state of good repair
- » Setting objective standards for measuring the condition of capital assets (including equipment, rolling stock, infrastructure and facilities)
- » Establishing performance measures for state of good repair under which all FTA grantees will be required to set targets

Federal guidelines will require each designated recipient of the FTA formula funding to report on:

- » The condition of their system
- » Any change in condition since the last report
- » Targets set for the state-of-good-repair performance measures
- » Progress towards meeting those targets

To comply with FTA guidance, CAT will need to use inventory and condition data and well-defined objectives to provide a systematic process for improving resource allocation decision-making. Undertaking asset management for any transit agency can be a meticulous process requiring a detailed inventory of all assets, their age and condition. As part of TDP development, the KLJ/Kimley-Horn team will:

- » Assess the current asset management practice at CAT
- » Present an asset management framework and business model that defines and communicates best practices of similar agencies around the country
- » Assist CAT in developing measurable goals and objectives for providing a systematic process for inventorying and assessing assets
- » Provide guidance for developing an FTA-compliant, high-level condition assessment for advancing asset management and guiding resource allocation decision-making within CAT



TASK 8.0 – REVENUE AND INVESTMENT PLAN

KLJ will work closely with CAT, GF-EGF MPO, MnDOT and NDDOT to develop a five and 10-year estimate of reasonable revenue estimates to operate CAT. The financial plan would be developed in respect to general fund contributions to CAT, existing and projected farebox revenue and other significant system contributions. The financial plan will also respect projected state and federal funds reasonably expected to be available through the GF-EGF MPO TIP process and through both MnDOT and NDDOT.

ONE TO FIVE-YEAR CONSTRAINED PLAN

The KLJ/Kimley-Horn team will develop a cost-constrained service plan based on an agreed-to set of revenue projections developed in cooperation with CAT, GF-EGF MPO, MnDOT and NDDOT. The Constrained Plan will result in a constrained plan of service improvements that are reasonably understood as supportable based on existing and project revenue streams over the next five years (2017-2021). The cost-constrained plan will follow revenues and cost assumptions developed in cooperation with GF-EGF MPO, MnDOT and NDDOT.

As part of the Constrained Plan, several low-cost operational modifications will be recommended that serve to improve operational efficiency or respond to public or technical input. The Constrained Plan will also outline new routes or expansion of existing routes (hours of operations, headways, etc.) that would service to respond to the changing conditions in the Grand Forks-East Grand Forks Metropolitan area.

The Financial Plan will identify vehicle and facility needs to support the recommended service alternative. Based on the inventory of capital equipment, the KLJ/Kimley-Horn team will recommend a vehicle replacement and expansion schedule that responds to the recommended service alternative. We will also identify other capital needs required to support the plan. Considering availability of capital funding sources, we will recommend capital projects that are necessary for short-term implementation and others that could be phased in when funds become available.

The Financial Plan will be based on agreed-upon funding levels that can support the recommended service plan. It will be compared and contrasted to alternative funding scenarios to demonstrate the differences in service levels, delivery options and other considerations. Enhanced services will be prioritized and assigned a cost, so if funding becomes available, there is a list of desired improvements that could be implemented.

The task will begin by projecting operating costs based on the recommended service plan for the recommended service alternative. The initial projections will be based on CAT's current cost structure. We will work closely with GF-EGF MPO and agree on basic parameters at the start of this task.

We will develop a financial plan that will present operating and capital cost projections in each of the following categories:

- » Operating costs by service category
- » Capital costs for all projects
- » Availability of capital funds and local match
- » Availability of operating funds and passenger revenues by service category
- » Potential availability of new funding sources, including operating revenues and discretionary capital revenues

Once a recommended service alternative is selected and a final service plan is developed, the KLJ/Kimley-Horn team will develop a detailed implementation plan, including:

- » Service concept and route-specific plan
- » Operations and capital funding requirements
- » Funding plan including any new funds sources
- » Timelines for implementation, phasing and expected issues
- » Performance monitoring systems and planning tools to support plan implementation

UNCONSTRAINED VISION PLAN

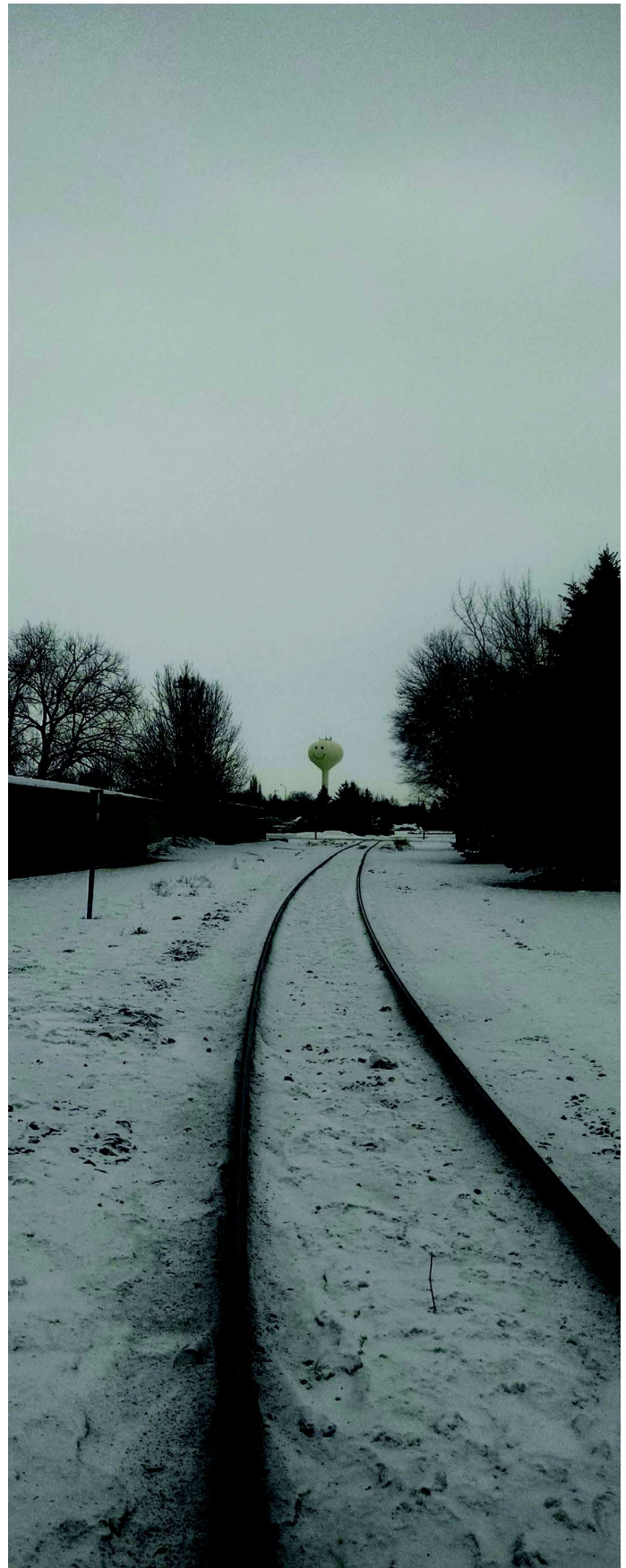
The KLJ/Kimley-Horn team will develop an Unconstrained Vision Plan, which provides CAT and GF-EGF MPO an operational understanding of needed, however unconstrained, service options to meet existing and projected demands. The Vision Plan is constructed with the understanding that increased funding will be needed; however, its value is to identify desired service levels that may be achievable in a longer term horizon or if substantial new revenue was injected into CAT. The Vision Plan builds momentum for meaningful consideration for CAT needs as part of the next LRTP update and looks to make sure CAT has a detailed operational vision that matches what is developed for larger surface transportation infrastructure of the Grand Forks-East Grand Forks Metropolitan area.

TASK 9.0 – SYSTEM GOALS, OBJECTIVES AND PERFORMANCE MEASURES

The FAST Act continues initiatives set by MAP-21 for a renewed focus on performance measures in all transportation aspects. With respect to transit, the FAST Act specifically addresses transit agencies receiving federal assistance and requires agencies to develop performance targets for state-of-good-repair. The KLJ/Kimley-Horn team has specific experience developing such targets for other transit agencies and will facilitate the same for the GF-EGF MPO and CAT. The KLJ/Kimley-Horn team will review the agency's existing standards, their consistency with agency priorities and the extent of their current application. The efforts will result in establishment of a performance evaluation methodology or set of revised performance standards to review service changes and route performance on an ongoing basis. The performance standards are intended to make sure future service changes improve system efficiency and effectiveness.

The KLJ/Kimley-Horn team will link system goals, objectives and performance measures back to those started with the current TDP, but refine the more condensed set of meaningful system goals, objectives and performance measures.

To prepare CAT and GF-EGF MPO for upcoming guidance from the Federal Highway Administration (FHWA)/FTA on performance measures, we will work with SRC to develop an agreed-to set of system performance measures.



TASK 10.0 – DELIVERABLES

As part of the Grand Forks-East Grand Forks Metropolitan Area Transit Development Plan Update, the KLJ/Kimley-Horn team will provide the following deliverables:

- » Early Stage to Middle Stage Interim Deliverables
 - > Public Input Summary
 - > Existing Conditions Report
 - > Issue Identification/Needs Assessment
- » Mid-Range Interim Submittals
 - > Draft Operational Alternatives Development and Analysis
 - > Transit Asset Management Plan
 - > Financial Plan and Analysis
 - > System Goals, Objectives and Performance Measures
- » Final Deliverables (inclusive of earlier deliverable)
 - > Draft Transit Development Plan
 - > Final Transit Development Plan prepared for adoption

