

# Statement of Qualifications Fresno Area Express Fixed-Route System Restructure Public Involvement Services File Number: 111516JL

Prepared for:



Office of the Purchasing Manager  
2600 Fresno Street, Room 2156  
Fresno, CA 93721

Prepared by:



Attention: Jeff Long/Judith Nishi,  
Project Managers

*In Association With:*



## PROPOSED IMPLEMENTATION WORK PLAN, continued

### Implementation Work Plan

The details of each task and subtask to develop the Project are as follows:

#### *Task 0 - Management of the Project*

VRPA's management approach includes the designation of a Project Manager. Dr. Richard Lee, Director of Sustainability and Innovation, will oversee work activity and staff to ensure that work products are prepared in accordance with the approved Implementation Work Plan. Specifically, Dr. Lee will bring overall direction and guidance to the Project, as well as quality control. He will provide vital technical and coordination expertise ensuring adherence to the Project schedule and the timely preparation of work products. Dr. Lee will be the key contact for the City of Fresno and will attend all meetings.

To initiate the Fresno Area Express (FAX) Fixed-Route System Restructure Public Involvement Services process, VRPA will work with City of Fresno staff to prepare the meeting agenda for a kick-off meeting. VRPA will attend the meeting, make a presentation, discuss VRPA Team and City of Fresno roles and responsibilities and recommended methods of communication, identify critical project deliverable milestones, and compile meeting notes.



VRPA recommends at least bi-weekly (every two weeks) communication with the City of Fresno Project Manager via Project status conference calls or face-to-face meetings. Appropriate VRPA Team members will be invited to attend via status conference calls, as necessary.

VRPA will prepare monthly progress reports and invoices for the City of Fresno, which will

include the following: progress made during the previous month, specific accomplishments of each task, percent completion of each task, difficulties encountered, any recommended project schedule adjustments, costs incurred during the month and costs to date. Notwithstanding the Progress Report, VRPA would immediately inform the City of Fresno of any conditions or situations that could affect the scope of services, budget, or schedule.

#### *Task 1 - Service Equity Analysis*

##### Title VI Requirements

In compliance with Federal requirements, Fresno Area Express (FAX) has recently submitted its Triennial Title VI Report. According to the 2015 Short-Range Transit Plan for the Urbanized Area, "all requirements for the General Reporting as well as Program Specific Requirements have been achieved." However, Title VI requires that transit providers with 50 or more vehicles in fixed-route service that are located in large urbanized areas of 200,000 or more in population "shall develop written procedures consistent with this section to evaluate, prior to implementation, any and all service changes that exceed the transit provider's major service changes, as well as fare changes, to determine whether those changes will have a

## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

discriminatory impact based on race, color, or national origin. The written procedures and results of service and/or fare equity analysis shall be included in the transit provider's Title VI program."

The RFQ asks the consultant to:

- ✓ Establish major service thresholds based on local population.
- ✓ Develop a disparate impact policy and disproportionate burden policy

FAX's Title VI Plan names the Transit Rates and Services Committee as the primary vehicle for reviewing service changes. This Committee consist of appointees from the seven city council districts. Title VI regulations clearly state that the "transit provider shall engage the public in the decision-making process to develop the major service change policy and disparate impact policy."

The following is the VRPA Team approach to completing 1) the development of the threshold, disparate impact and disproportionate burden policies and 2) conducting the service equity analysis.

### Policy Refinement

A working paper on policy options will be developed first for review by the Transit Rates and Services Committee. The working paper will define the purpose and parameters of the threshold, disparate impact, and disproportionate burden policy, and how they are applied to the service equity analysis. Examples of policies from five peers to FAX will be provided in the working paper. A workshop with the Transit Rates and Services Committee will utilize the working paper to recommend elements of draft policies.



A main feature of the public involvement plan is to conduct public workshops in each of the seven (7) City Council Districts. While the primary purpose of these workshops will be to provide input to route restructuring options, a portion of the public workshops will also be utilized to satisfy the requirement "to engage the public in developing the major service change policy and disparate impact policy." Based on this public input, final policies will be developed and presented to the Transit Rates and Services Committee for a recommendation to the Fresno City Council for official adoption of the Title VI policies. Guidelines from the adopted FAX Title VI plan will be utilized to ensure that minority, low income, limited English proficiency (LEP) populations are fully represented in the public participation process.

### Conducting the Service Equity Analysis

Our primary approach for conducting the service equity analysis is to utilize the Remix Title VI module to evaluate whether or not there is a disparate impact on minority populations or a disproportionate burden on low income population that result from the FAX Preferred Network Plan that is being developed for this project.



## PROPOSED IMPLEMENTATION WORK PLAN, continued

Both FAX and Jarrett Walker + Associates (JWA), a VRPA Team member, are licensees of Remix, a software planning tool for public transportation systems. The methodology used by Remix to conduct the Service Equity Analysis includes the following steps:

1. Get the population near a route, including its low income and minority percentage.
  - For each route, build a shape that represents the area within quarter mile of any of its stops.
  - Intersect the catchment area with 2009-2013 ACS Census data. Get a list of block groups and the percentage overlap with each.
  - For each block group, take the percentage of overlap and multiply it by the block group's statistics.
  - Get the population, minority population, and low income population for each group and sum them together. This is the total population a route could serve.



2. Compare the number of people-trips, before and after.
  - Multiply the population near a route times the number of trips it makes (per year) to get "people-trips".
  - Repeat for low-income and minority populations to get "low income people-trips" and "minority people trips".
  - Compare these numbers between the before and after versions of the route, to get a set of people-trip differences. We match before and after using routes that have the same name.

3. Get the total difference in people-trips across the transit system.
  - Repeat the process above for every route in the transit system.
  - Sum together the difference in people trips. This will return three numbers: total difference in people-trips, total difference in low-income people-trips, and total difference in minority people trips.
4. Calculate the change borne by low-income and minority populations.
  - Divide the total difference in low-income people trips by the total difference in people-trips to get the percentage of change borne by those with low incomes.
  - Repeat for minority people-trips.
5. Compare the percentage change to the average in the service area.
  - Calculate the average percentage of low-income and minority populations across the entire service area.
  - Subtract from the change borne by those populations.
  - Get two final numbers: the delta between the impact this set of transit changes had on low income and minority populations compared to any average change.

Title VI regulation allow transit agencies to conduct the service equity analysis based on population or ridership. The Remix methodology utilizes the population method in the steps described above.

## PROPOSED IMPLEMENTATION WORK PLAN, continued

The output from Remix allows a determination on if the proposed service changes disproportionately impact minority and low income populations based on the polices adopted below. According to the Remix website, example of agencies that have utilized Remix for the service equity analysis by “dozens of transit agencies,” including Pierce Transit.<sup>1</sup>

As discussed more in subsequent tasks, when the Fresno Clovis Metropolitan Area (FCMA) Public Transportation Strategic Service Evaluation Project (Strategic Service Evaluation) was developed, the existing network and Service Evaluation Project recommendations were not developed utilizing Remix. Both the existing network and the Service Evaluation Project recommendations will first be utilized to determine the potential disparate impacts on minority populations to determine if the current study's Preferred Network needs to make adjustments in order to mitigate potential impacts on minority and low income populations.

### Roles and Responsibilities:

The Title VI Service Equity Analysis will be a collaborative effort among team members JWA, and Mobility Planners LLC including Heather Menninger from AMMA Transit Planning. AMMA Transit Planning had a 2014 contract with CalACT and Caltrans through its RTAP program, to provide technical assistance to California transit agencies in preparing Title VI Plans responsive to FTA Circular 4702. 1B.

## 2. Public Information/Public Involvement Plan

The VRPA team will develop a public information plan, building on outreach and education strategies implemented during the Public Involvement phase of the FCMA Strategic Service Evaluation Project. VRPA is based in Fresno, and has been a leader in public outreach on complex transportation projects for nearly 30 years.

VRPA will prepare a comprehensive and innovative Public Involvement Plan that will:

- ✓ Identify effective coordination and communication with affected public agencies
- ✓ Ensure broad-based involvement in the Project development process
- ✓ Engage a variety of interests and stakeholders, as well as the public-at-large, especially those who have not been involved in the outreach process historically
- ✓ Provide meaningful opportunities for involvement and input before, after, and during Workshops covering all seven City Council Districts
- ✓ Utilize locally proven and effective educational tools
- ✓ Listen to and fully consider participants' comments and concerns while at the same time documenting the issues



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<sup>1</sup> The Remix steps in the methodology are from the May 2016 Pierce Transit Service Equity Analysis for NE Tacoma.

## PROPOSED IMPLEMENTATION WORK PLAN, continued

- ✓ Ensure that expectations and the desires of the public, stakeholders, and the elected officials are met.
- ✓ Educate the community by helping it envision the restructured FAX System

It is vital to have a written document that clarifies the outreach program for the Network Implementation Plan so that Fresno COG, FAX, and other affected agencies, and the public understand how they can become involved and provide input as the Plan is being implemented. Hence, the VRPA Team will prepare a Public Involvement Plan (PIP) that clarifies the outreach program. The PIP will be placed on the Study Web Site page for reference.

The team recognizes that it is critical to communicate recommended changes to the FAX transit network and the public in a timely and effective manner. A major goal of the plan is to reach out to nontraditional as well as traditional audiences to include them in the implementation process. Lack of information or understanding of how the system works is often a significant barrier to utilization.

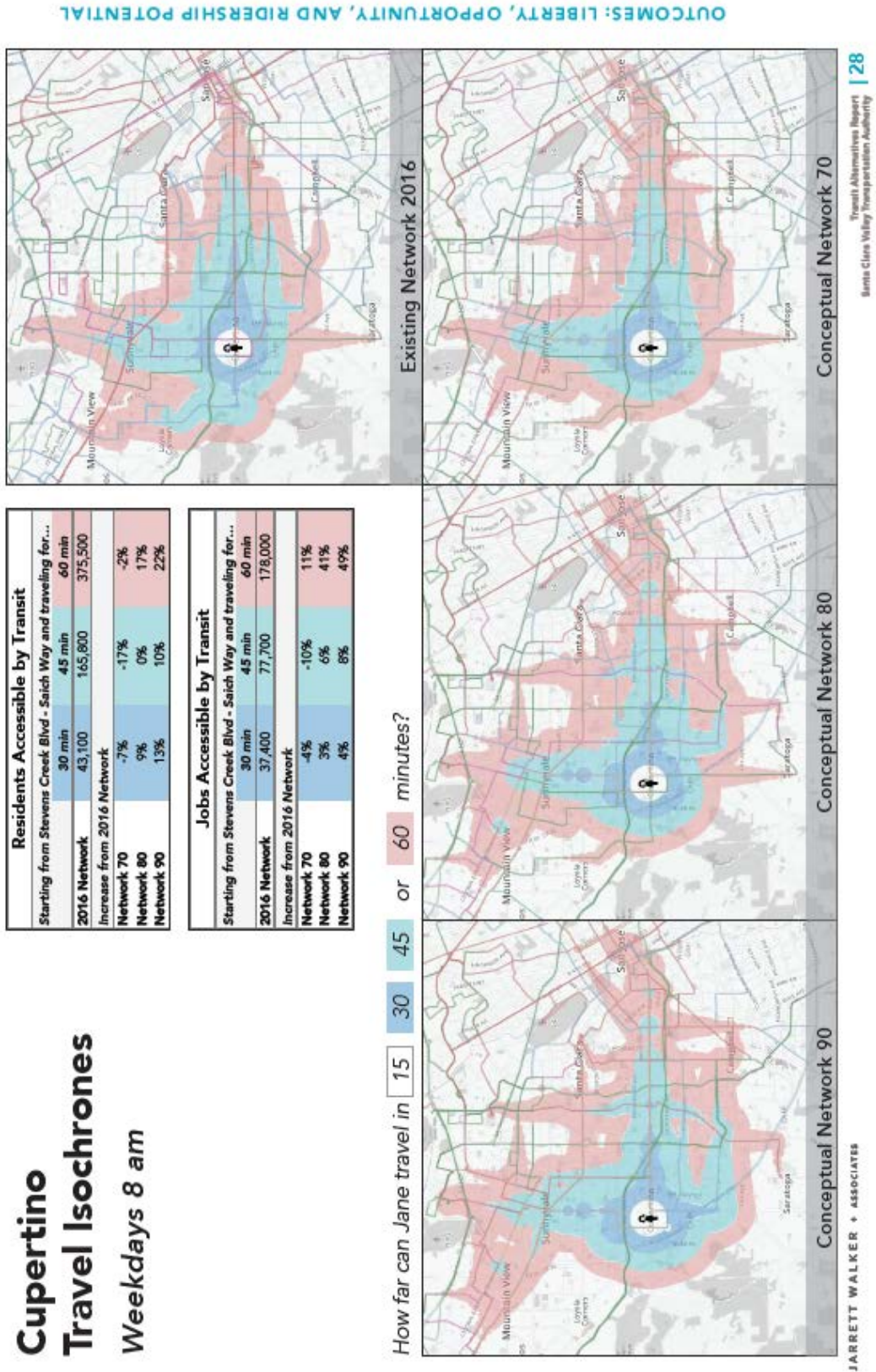
The aim of the Public Information Plan will be to connect with community stakeholders; including community members, schools, public agencies, underserved populations, business community, and community-based organizations, youth, seniors, and elected officials. An integral part of a plan is to reach bus passengers, businesses, and property owners, particularly near the transit routes. The database of contacts developed during the Public Involvement phase of the FCMA Strategic Service Evaluation Project will serve as the initial mailing list for meetings, announcements, newsletters, project documents and other initial project notices. VRPA will supplement this database as needed with its own extensive databases covering Fresno. VRPA will also develop **key stakeholder** lists and use these lists to keep all stakeholders up to date on the proposed changes

Multiple public involvement and information strategies and activities will be conducted to support the recommended branding strategy, route changes and generate interest and participation from the community. Key among the strategies will be to administer a basic customer opinion survey as part of the plan to obtain an early indication of public feedback on the proposed changes.

JWA will develop the existing FAX network and the Strategic Service Evaluation recommended network as well as the coverage network option into the Remix software platform. The Remix software platform has a number of tools that can be useful in the public participation process. Isochrones are commonly used in transportation planning areas to represent areas of equal times. Remix utilizes a hypothetical rider named "Jane" to demonstrate how far "Jane" can travel in 15 minutes' increments at different times of the day on weekdays, evening and weekends. The Remix tool can be utilized to compare the travel time reach from an origin within a City Council district. Isochrones can be utilized to illustrate how far Jane can travel within 15, 30, 45, and 60 minutes. The diagram below is an illustration of this from JWA's work in the restructure of VTA's network in Santa Clara County.



PROPOSED IMPLEMENTATION WORK PLAN, continued



## PROPOSED IMPLEMENTATION WORK PLAN, continued

The example shows how “Jane” would travel from an origin in Cupertino based on three service scenarios. The 90% scenario has 90% of the route structure focused on frequent and direct service. In this network, when “Jane” travels for 60 minutes on this network, "she" can access 49% more jobs in this scenario than the existing network.

“Jane” can be utilized as a public participation tool to illustrate the travel time and direction of travel from a specified location in each of the seven City Council Districts. Our plan would be to include the three networks built for the Strategic Service Evaluation, including the existing, productivity, and coverage scenarios. Similar “Jane” travel diagrams would be produced from a representative origin in each of the seven Council Districts. This visually demonstrates one of the key benefits of route restructuring, travel time benefits.



Overall, the workshops in the seven City Council districts will enable participants to comment on what they like and dislike about the three Strategic Service Evaluation networks. More importantly, it provides the participants changes they would to see in the adopted Preferred Network before it is adopted by the Fresno City Council. Workshop PowerPoint presentations will incorporate the use of Turning Point software, a tool that allows us to not only educate, but to gather ideas and input simultaneously. TurningPoint can solicit answers, selections, and priorities using a real time response key pad.

All public outreach will be conducted in both English and Spanish; If requested, Hmong translation services will be provided. The following will be used to make sure that announcements and updates will reach the largest number of possible participants including business and LEP populations.

- a. Distribute (mostly electronic) invitations to community leaders and stakeholders;
- b. Prepare newspaper noticing in local newspapers;
- c. Prepare and distribute posters advertising workshops and special events; and,
- d. Provide materials to the City of Fresno for incorporation into their website.

The RFQ also calls out the need to:

- ✓ Administer a basic customer opinion survey as part of the plan to obtain an early indication of public feedback on the proposed changes.

The VRPA Technologies team plans to conduct an onboard survey to gauge public feedback on the proposed changes that were recommended in the Strategic Service Evaluation. The results of the onboard survey can be utilized as input to making adjustments to the Strategic Service Evaluation’s recommended transit network. While the service equity analysis does not require an onboard survey, direct input from



## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

passengers on proposed changes is very critical input to this public involvement process. The most effective means of gathering this input is from existing passengers themselves.

The survey design will be such that a passenger can complete the survey while onboard the bus. The first step will be to work with FAX staff to determine the questions that need to be asked. In an onboard survey, it is not possible to explain all exact changes that could be made on a particular route based on the Strategic Service Evaluation recommendations. Our approach will be to first understand the dynamic of the trip they are currently taking including the trip purpose, number of transfer required, expected travel time, etc. We would then ask a series of trade-off questions that the rider might be faced depending on type of change to the FAX route network. Some of these trade-off questions were asked as part of the May 2014 workshops providing input to three scenarios developed for the Strategic Service Evaluation. The trade-offs asked included the following:

- ✓ If given the choice of restructuring transit service in the Fresno/Clovis area by increasing bus frequency on more busy lines or spreading out service across the whole city, which would you choose?
- ✓ Improve frequency of service or add new service to new areas?
- ✓ Bus stops that are close together allow people a shorter walk to transit, but are costlier to maintain and slow down the bus trip for riders. Please help us review our bus stop policy by selecting your preference:
  - Fewer bus stops
  - Decrease frequency of bus stops
  - No change
  - More bus stops
- ✓ The span of service was not provided as a trade-off during the workshops, but could have been asked as a trade-off between service later at night on the routes the rider most frequently utilizes or more frequent service during peak commute hours.

Responses on the trade-off were received from only about 150 attendees at the three workshops in the Strategic Service Evaluation process. The purpose of the survey onboard the buses, will gauge the opinion of FAX passengers on the most important trade-offs involved with the trade-off.

The above trade-offs are a starting point, and the final trade-offs will be developed in consultation with FAX staff with input received also from key stakeholder interviews.

The same demographic information that was collected on the Strategic Service Evaluation onboard survey will be utilized for direct comparison purposes. This survey will be conducted by trained surveyors on-board the selected sample of fixed route runs on all routes. The survey will take place over a five-day period including a Saturday and Sunday. The objective is to obtain a minimum of 3,000 completed questionnaires.

### **Roles and Responsibilities:**

The Mobility Planners team will lead the onboard survey effort with Selena Barlow of Transit Market providing the sampling and training



## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

of the surveyors, and ensuring that the survey effort gets off to a good start. The VRPA team will work with City staff on the questionnaire development. The Team will provide day to day supervision of the survey and the temporary workers and will provide the statistical summaries. The survey report will be a team effort led by Mobility Planners.

### **PUBLIC OUTREACH AND AWARENESS COMPONENT**

As noted in the RFQ, implementation of a public information plan is an opportunity to inform a wide range of people about the outcomes of the system evaluation effort and to ensure community stakeholders and residents are well engaged and informed about the impact of the proposed route changes. The tools and activities that can be used to accomplish these objectives include the following:

- ✓ Public Comments/Survey – In addition to the on-board survey targeting current riders affected by the route restructuring, the VRPA team will develop and implement a survey instrument aimed at gathering general public transit user feedback on the proposed system changes. The survey can be posted on the City of Fresno and other public agency websites. Survey participants will be invited to a post-assessment public meeting to discuss the results of the public survey. An incentive may be provided to survey participants for their willingness to provide input (bus pass, for example).
- ✓ Media Relations – VRPA will work with mainstream and ethnic media to promote the proposed system changes at public meetings. The VRPA team will distribute advisories about upcoming meetings, write op-eds, and work with local media to place stories. A speaker's bureau and factsheets and training for potential spokespersons will also be developed.
- ✓ Website and Online Communications - The website developed during the Public Involvement phase can be used as a repository of all proposed system change information for the public. The webpage can be linked to other public agency websites and social media pages. Media advisories issued for all public meetings and community workshops can be distributed to community calendars across print, television, and online media. Stakeholders, partner agencies and organizations can be kept informed of project updates through electronic notifications such as email, e- blasts, and e-newsletters.
- ✓ Staff public information booths at key transit centers and high-volume locations to make the riding public aware of the proposed Preferred Network changes
- ✓ Develop a Preferred Network "Fact Sheet" that can provide an overview of the proposed changes and value to the rider
- ✓ Schedule Open House workshops staffed by consultant and agency personnel where an overview of the proposed Preferred Network is provided

Following approval of the Preferred Network by the City Council, the VRPA team will also:

- ✓ Develop a new brand for the proposed Preferred Network and implement a high-profile roll-out of the brand. This will be coordinated with FAX-15 branding developed in conjunction with the launch of BRT.
- ✓ Develop and help distribute a Guide to the proposed Preferred Network changes.

More information on these two key subtasks is presented below under "Public Outreach and Involvement – Second Phase".

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### 3. PUBLIC REVIEW PROCESS

VRPA's decades of experience with public outreach substantiates the RFQ's statement "Direct community contact is the most effective way to get the project message out."

Such direct contact will be effected on several levels and in multiple ways:

- ✓ Public Meetings and Community Workshops – The VRPA team will conduct well-publicized meetings for the public to discuss suggested system changes. The following items are vital to an effective meeting: present the information in a clear, non-technical manner; collateral material in Spanish, Hmong, and English can be made available; promote the meetings through mainstream and ethnic media; hold meetings in convenient public spaces; provide interpreters in crucial languages and potentially American Sign Language (ASL); and have comment cards available.
- ✓ One-on-One and Small Group Outreach - One-on-one and small group meetings will be used to effectively target diverse ethnic communities. "Trusted messengers" will be enlisted to help communicate the proposed Network changes.
- ✓ Collateral Materials - Develop culturally and linguistically appropriate flyers, media advisories, and promotional materials to inform the public of proposed Network changes. Important elements include: post flyers at public places and distribute through community based organizations; develop a brochure to outline proposed Network changes and the process to be used to select the final changes; and provide materials online.
- ✓ Business Outreach - If the recommended Network changes have a construction component, a focused business outreach will be implemented to 1) inform businesses and residents around the construction project of dates of construction; and 2) inform interested parties of any traffic impact; and 3) provide a toll-free telephone numbers for interested parties to call to have their questions answered.

The broadest and most critical form of outreach will be workshops conducted for each of the City's seven Council Districts. The agenda for each of these workshops will include the following elements:

1. Public input on Title VI policies, including the threshold changes, disparate impact and disproportionate burden. Options from earlier tasks would be provided with the rationale for recommended policies. Input would be solicited from participants on the both the policy options and the recommended policies.
2. A review of the key findings of the Strategic Service Evaluation and the three scenarios evaluated. The recommendation from that study effort would be explained.
3. The "Jane" travel distances from the three scenarios would be shown to illustrate the travel time, residential and job access from a key location in each of the seven City Council Districts.





## PROPOSED IMPLEMENTATION WORK PLAN, continued

4. Utilizing maps of the existing, productivity, and coverage scenarios, as well as the “Jane” scenarios generated from Remix, participants would be able to identify strengths, weaknesses, and opportunities for refinement on the recommended network from the Strategic Service Evaluation. Participants will be provided the opportunity to provide specific changes they would like to in the Preferred Network Plan.
5. A review of lifeline mobility options for residents located in lower demand areas that currently do not generate sufficient fixed route ridership.
6. A summary of the input received would be summarized at the end of the meeting to ensure that all comments are adequately captured from the workshop.

A summary memo will be written after all seven City Council district workshops are completed in order to provide a summary of the key themes of input. The public input implications for potential changes to the FAX network recommended in the Strategic Service will be identified.

### Roles and responsibilities:

Mobility Planners will lead the development of the Remix “Jane” examples for each of the seven City Council Districts after the three networks are built by JWA. VRPA Team members will attend each of the seven City Council District workshops. And collaborate to write a memo on the implications of the public input from the seven City Council District workshops.

## 4. FAX      PREFERRED      NETWORK      PLAN REFINEMENT

The VRPA team will build on the workshops, rider surveys, and outreach efforts to devise a preferred network plan.

The revised network plan will have four important inputs:

1. The service equity analysis of the Strategic Service Evaluation recommended network compared to the existing network.
2. Results of the onboard survey of the trade-off analysis of potential features of the preferred network plan based on passenger feedback. Input will be available at both the route and systemwide level.
3. Stakeholder input with specific input on how FAX resources should be allocated in the future. This will include interviews with individual City Council members.
4. The public input from the seven City Council District public workshops on the FAX restructure process.

The results will be synthesized and incorporated into a process that provides a specific recommendation on the Preferred Network that will be presented to the City Council for approval. In addition to the Preferred Network and its associated costs, mobility options and associated costs for residents not served in the Preferred Network would be provided.



## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

The Preferred Network definition will include three specific elements

- ✓ Service improvements
- ✓ Capital Improvements
- ✓ Customer Service Improvements

### Phase I Service Improvements: Fall 2017 BRT Opening

A phasing plan would be developed. The phasing starts with the service improvements that are recommended when BRT becomes operational in the Fall 2017. These short-term network changes and recommend mobility options for low demand areas will receive most of the detailed treatment in the Preferred Network Plan.



A map will be prepared that clearly shows the recommended Preferred Network Plan when BRT opens. The map will both indicate the service frequencies and will color code the changes to route segments as well as span of service changes.

On January 9, 2017, FAX began implementation of the 15-minute service network on segment of Shaw and Cedar. At the time BRT opens, based on the public input and stakeholder interviews, it will be determined if 15-minutes service other route segments are affordable and

desirable when BRT service operations begin.

The Preferred Network changes will be highlighted including what routes are affected and how. Existing routes that would be changed and the nature of the change would be clearly identified with both text and tabular summaries. The rationale for the changes will be clearly identified and will include the input from the public participation process. The narrative would describe specific route and span of service changes for each of the seven City Council districts. If a route's service levels are reduced or route segments are eliminated, the recommended mobility options for displaced residents would be clearly identified.

The service frequencies of Phase I for both weekday peak times, base and evening times and the corresponding span of service will be clearly identified. Similarly, the service frequencies for Saturday and Sunday service will be identified, along with the span of service for the base and evening periods.

### Phase II Network Changes: 2019

As discussed above, the focus of the Preferred Network Plan will be changes to the FAX Transit Network that are financially feasible and desirable when the new BRT service opens.

## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

Phase II service improvements will be a combination 1) refinements to the Phase I improvement based on actual operating experience; and 2) service improvements that are affordable and desirable based on financial resources projected to be available to FAX in 2019.

Based on public input, there will likely be several desirable network changes that were not immediately feasible or desirable in the Fall 2017. The desired improvements might require additional fleet or vehicle revenue hours that were not immediately financially feasible, but would be feasible based on financial projections provided by FAX as part of the Short-Range Transit Plan process.

### Phase III Network Changes: 2020 and beyond

These are likely service level improvement that are dependent on future funding availability. These service improvements would be identified in priority order.

### Capital Improvements

The Strategic Service Evaluation recommended a number of service improvements based on the Long-Term Network Plan identified for that study in three categories:

- ✓ On-street transfer locations and enhancements
- ✓ New transit centers and bus facilities
- ✓ Bus stop improvements

The on-street transfer location improvements were “bus stop enhancements at eight key transfer locations in the Frequent Service Network.” Based on the updated Preferred Network Plan, it will be determined if these improvements are desirable and feasible.



Four new transit center and bus facilities were identified in the following areas:

- ✓ Downtown near the High-Speed Rail stations
- ✓ River Park area: would help streamline the operation of multiple routes
- ✓ Fresno State University: includes safer bus stop and is a logical eastern terminus of the Shaw Avenue BRT.
- ✓ Shaw and Brawley Avenue: a logical terminal end at the productive end of Shaw Ave’s productive service.

The need and desirability of the four new transit centers will be re-visited after the updated Network Plan is provided.

Basic bus stop improvements were recommended across the network. These and other capital improvement will also be reviewed based on the updated Preferred Network Plan. Many of the longer



## **PROPOSED IMPLEMENTATION WORK PLAN, continued**

term recommended capital improvements will need to be incorporated into an update of the FAX Short Range Transit Plan.

### Customer Service Recommendations

The Strategic Service Evaluation recommendation that “FAX performance data and real-time information be made publicly available for third party web and app developers” is independent of the Preferred Network Recommendations. Many transit systems are having real time and trip schedule information provided by agency sponsored app that is powered by such companies as Swiftly (<https://goswift.ly/>) or Transit App (<https://transitapp.com/>).

The branding campaign and public information features are included in this work scope and our approach is described below.

## **5. FINAL REVIEW AND ADOPTION OF THE FAX PREFERRED NETWORK PLAN**

Prior to implementation of a major service change, a public hearing will be held. Notice of this meeting will be published at least thirty (30) days prior to the hearing and the second notice will be published least five (5) days prior to the hearing. The posting shall include the proposed change, proposed date of the change, and will provide the public the opportunity to provide written comment.

Communication with all stakeholders throughout the project, and even following Plan adoption. The website will be updated, email blasts, social media, community and media advisories will be continued through the implementation of the Plan.

## **6. PUBLIC OUTREACH AND INVOLVEMENT – *Second Phase***

*Note: these two outreach tasks will be done after the City Council approves the preferred network.*

The VRPA team, with Mobility Planners leading, would perform two specific tasks in this work element on the preferred network is finalized and approved”

### **Develop a New Brand for the Proposed Preferred Network**

Communicating the benefits of preferred network to existing and potential riders will be a key element of its success. If not well communicated, in a clear and positive manner that speaks to the concerns of users, the preferred network runs the risk of being seen as confusing or disruptive. It is critical that the revised system be seen as an improvement in the customer experience – e.g. easier to use, faster, more direct - if it is to attract increased ridership and productivity. A central strategy for achieving this is to brand the project in a manner that clearly communicates the desired attributes.

The RFQ specifically asks the consultant to develop a new brand for the proposed Preferred Network. To lead this effort, the VRPA team includes Transit Marketing, a firm that specializes in assisting transit agencies with branding, passenger information and promotion. Ms. Barlow, the owner of Transit Marketing, has spent her long career researching and understanding the needs, motivations and priorities

## PROPOSED IMPLEMENTATION WORK PLAN, continued

of transit customers. She will bring this understanding to the task of developing a brand for the Preferred Network through the following work plan:

- ✓ Involvement in passenger survey. Ms. Barlow will be involved in the survey of FAX riders, providing an opportunity to better understand the benefits and levers that will be most relevant to transit users in Fresno.
- ✓ Understand outreach findings and proposed plan. The branding effort will be based on a thorough understanding of the findings of the outreach and market research as well as the specific recommendations for the Preferred Network.
- ✓ Conduct Branding Workshop with project team and key stakeholders. An intensive branding workshop will be conducted with the project team and key stakeholders to establish a positioning statement for the project, identify the benefits to be captured in the brand, explore the relationship of the Preferred Network brand to the existing FAX brand and discuss potential imagery and words to be incorporated into the visual brand.
- ✓ Develop Branding Recommendations. With input from the above efforts, alternative brand approaches will be considered and a recommended brand developed. The brand will include a visual element (logo) as well as tag line and key message points.
- ✓ Present Branding Recommendations to FAX management team. The recommended brand will be presented to the FAX management team via web-conference which will allow for in-depth discussion and feedback.
- ✓ Refine and Finalize Preferred Network Brand. With input from the phone conference, the recommended brand will be refined and finalized for use in the high-profile rollout.

### Conduct high-profile rollout of Preferred Network

The VRPA teams will identify dates and venues for a high-profile rollout the preferred network and associates services and scheduled. A plan for publicizing the rollout event will also be developed.



A key component of the rollout will be the communicating the availability of a new guide to inform all interested parties of the details regarding the restructured system.

### Develop a Guide to the Proposed Preferred Network changes

Beyond creating a positive brand image of the preferred network, it will be important to communicate the specifics of what it offers current and potential riders. In time this will be accomplished in several ways – though the system website, Google maps and other mobile apps, transit center displays and other tools. However, all of this will begin with the development of a clear, concise guide which will reflect both the totality and the details of the Preferred Network, along with clear communication of how the changes impact riders.

## PROPOSED IMPLEMENTATION WORK PLAN, continued

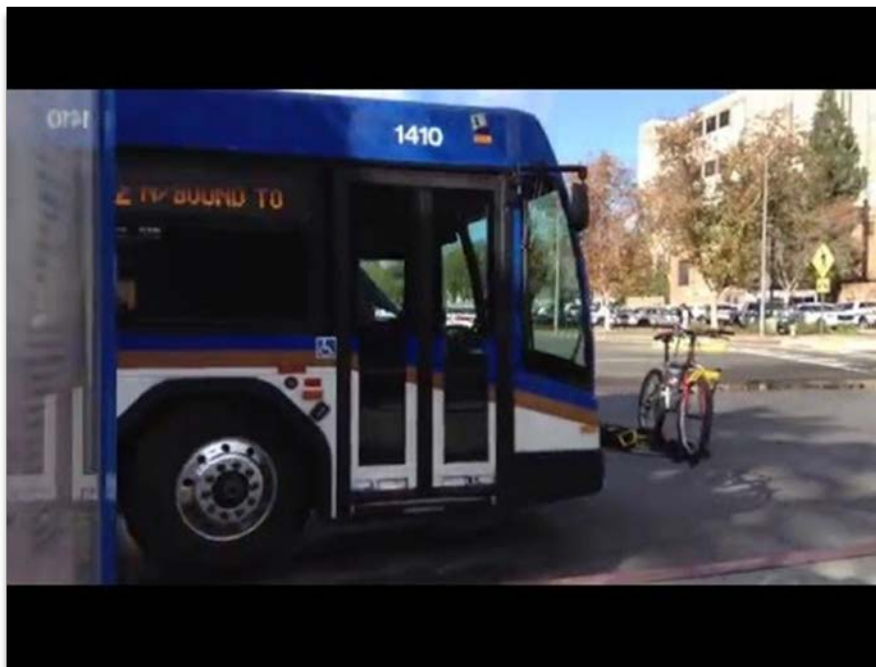
The guide will include the following components:

- ✓ Easy to read system map that shows the preferred network in its entirety and allows passenger to clearly see how the routes connect points A and B.
- ✓ Detailed maps for each route highlighting timepoints, bus stop locations, key destinations and transfer opportunities (within the network and to adjacent systems).
- ✓ Schedules for each route that allow passenger to plan trips and see how travel times will change under the Preferred Network.
- ✓ Step-by-Step Explanation of how to use the guide to understand the new network and how the network enhances travel within the Fresno area.
- ✓ Spanish Translation of the guide based on how route guides are currently translated on the FAX website.

The design for the guide will incorporate best practices in transit information design. A style guide will be developed and presented to the committee for approval prior to production of the artwork. The guide will go through several rounds of review and proofing prior to finalization. The final product will be print-ready digital artwork as well as native files for use in future revisions.


## Implementation Work Plan Schedule

The implementation schedule for the above work plan can be found on the following page. As noted on the Proposal Form attachment, Work may commence with a Project Kick-off Meeting approximately 10 days after award and be completed in terms of presentation of the Preferred Network Plan to Council 180 days subsequent to the Kick-off Meeting, project roll-out and other communication will be completed by March, 2018.





PROPOSED IMPLEMENTATION PLAN, continued

Implementation Work Plan Schedule													
Fresno Area Express Fixed-Route Systems Restructure Public Involvement Services													
Task	2017										2018		
	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.	January	February	March
0 - Project Management													
0.1 - Kick-off Meeting													
0.2 - Status Meetings and Calls													
0.3 - Invoicing and Progress Reporting													
1. Service Equity Analysis													
1.1 Title VI Working Paper with Policy Option													
1.2 Transit Rates and Services Committee													
1.3 Policy Refinement													
1.4 Remix Analysis Existing and 2015 SE Network													
1.5 Remix Analysis Preferred Network													
1.6 Title VI Report													
2. Public Information   Public Involvement Plan													
2.1 Remix Scenarios for Public Participation													
2.2 Onboard Passenger Survey													
3. Public Review Process													
3.1 Stakeholder Interviews   Small Group Meetings													
3.2 Media Relations/ Online Communications													
3.3 Plan and Conduct Seven (7) City Council District Workshops													
3.4 Network Implications													
4. FAX Preferred Network Refinements													
4.1 Remix Adjustments													
4.2 FAX Management Meetings													
4.3 Summary Report													
5. Final Review and Adoption of FAX Preferred Network Plan													
5.1 Preparations and Materials for City Council													
5.2 Attendance at City Council Meetings													
6. Public Outreach and Awareness Component													
6.1 Branding													
6.2 Passenger Guide/Fact Sheets													
6.3 High Visibility Rollout/ Public Outreach of Adopted Plan													

LEGEND:

 Kick-off Meeting

 Work Activity

 City Council District Workshops