

# **EXHIBIT A – STATEMENT OF WORK**

## **METRO MICROTANSIT PILOT PROJECT**

**October 25, 2017**

### **INTRODUCTION**

The Los Angeles County Metropolitan Transportation Authority (Metro) is inviting proposals from qualified firm(s) or Contractor Team(s) to partner with Metro for the development and implementation of a new transportation service (“the “MicroTransit Pilot Project”), that will complement Metro’s existing system, requiring processing of electronic data and provision of related goods and services.

Metro's desire is to improve the customer experience (user experience) and service level for current Metro riders and drive new customer acquisition by operating a new demand-responsive transit service that offers reservation, payment, and real-time customer information available through a mobile application. Metro’s MicroTransit will be on-call when riders want it, where they want it, connecting more people and places to our existing system. The new service will dynamically route shared vehicles to pick-up and drop-off locations based on customer demand rather than a fixed schedule and fixed stops. It will provide riders the ability to reserve, track, and pay for a ride in real-time through a software/technology platform.

The new public transportation service will be called “MicroTransit,” because the service will be used for short trips under approximately 20 minutes in duration in defined service zones, and utilize vehicles that are smaller than traditional transit vehicles. The service would allow for a maximum pick-up distance from the point of origin (where ride is requested) and a maximum drop-off distance from the point of destination, as well as target distances below the maximums. The service would be deployed through an agile software/technology platform that may allow for deviated fixed route in addition to dynamic routing. The service is on-demand within the defined service zone and does not utilize pre-determined stops. The aim is that Metro customers will save time compared to fixed-route options and have a new and affordable option to replace single-occupancy vehicle trips.

The purpose of this solicitation is to select a qualified firm(s) or Contractor Team(s) with the experience and ability to work hand-in-hand with Metro to provide planning, design, implementation, and ongoing evaluation services for the MicroTransit Pilot Project (MTP). The Contractor Team(s) must include a company with a demand-responsive technology platform and may include specialists in transportation planning and analysis, outreach, and marketing.

The Tasks outlined in this Request for Proposal (RFP) are required to be executed during two parts; Part A, the “Planning and Design” phase and Part B, the “Implementation and Evaluation” phase. Part B may be exercised with a right-of-first negotiation for the Contractor Team that is awarded Part A, based on the attainment of project feasibility criteria. Part B will include performance incentives for attaining and exceeding project performance goals. The MTP project period is not to exceed four years for completion of Part A and Part B, including up to three years of operations of the service. Metro will own all deliverables, work product, and customizations to any software provided by or generated by qualified firm(s) or Contractor Team(s) from Part A and Part B -including all associated intellectual property rights, as further set forth in the included FIRM FIXED PRICE CONTRACT. Metro reserves the right to select one or multiple qualified firm(s) or Contractor Team(s) for Part A and Part B of the solicitation.

## **BACKGROUND**

Private sector “new mobility” services are rapidly changing the transportation landscape by expanding the types of travel options available to riders using an internet-enabled smartphone. In major US cities such as Chicago, New York, San Francisco, Seattle, and Washington DC, private, multi-passenger, demand responsive services have expanded in popularity among transit riders and non-transit riders alike because they offer service options in areas difficult to serve through traditional high capacity arterial services.

In 2016, Metro received and reviewed an unsolicited proposal to test demand-responsive transportation software/technology. An internal review team determined that a pilot to test this software/technology would be valuable to the agency and its customers. In addition it could connect more people to the other transportation investments being made in the region’s fixed route transit system. Metro CEO agreed with this recommendation.

Metro is implementing this pilot project as part of the agency’s commitment to innovation and exploration of new ways to improve mobility and efficiency.

### **The Opportunity**

Advances in customer-facing transportation technology have set new expectations for riders about how to plan trips, pay for services, and travel. Riders expect to be decision-makers about where they go and how they get there, whether or not they are sitting at the wheel.

While the private sector has been the leader in developing and testing customer-facing transportation technology, new partnerships between the private and public sector have the potential to revolutionize the way customers experience public transportation.

Metro is designing and implementing MicroTransit to test a new approach that could better serve our customers, better understand the potential role that demand-responsive technology might play in a primarily fixed-route transit network, and learn how it could be best leveraged to improve the user experience of current and future Metro customers. Metro anticipates the new service may provide a flexible feeder for high capacity, high frequency services such as rail, bus rapid transit (BRT), and the rapid bus, while also serving shorter local trips that are not well served by fixed route options.

With real-time information for pick-up and drop-offs, an option for mobile payment, and nearby “virtual MicroTransit stops” within the service zones (MTP Zones), customers will benefit from a new level of customized travel.

If successfully deployed, (depending on the MTP Zones), the service could be used by customers to address:

- short trip types (for example, nearby destinations such as employment centers, educational institutions, retail, medical facilities, recreation, etc.);
- gaps in service such as connections to/from transit stops/stations of up to several miles; and
- service within low-density areas or areas with dispersed destinations not along a linear corridor.

Whether beginning a trip, completing a trip, or seeking a complete trip solution, riding the new service will be intuitive, user-friendly, and designed to encourage the use of multiple modes of public transportation, rather than single-occupancy vehicles.

An MTP vehicle, unlike a standard bus, will follow turn-by-turn instructions from a navigation system that uses live traffic conditions and real-time requests for picks-up and drops-offs to generate the most efficient possible trips for Metro customers. Metro will work with selected qualified firm(s) or Contractor Team(s) to develop vehicle specifications and Metro may select to lease or purchase the vehicles directly or indirectly. The qualified firm(s) or Contractor Team(s) must be willing and able to act as an agent for lease or purchase of vehicles to qualify for this solicitation. Metro intends to provide labor for operations and maintenance of the vehicles for the MTP. This expectation will be considered in the planning and pricing of the MTP and pilot design will comply with Metro's related collective bargaining agreements.

Our hypothesis is that incorporating a service like MicroTransit into the agency's suite of transportation options could benefit our customers and support our broader mission to improve mobility in Los Angeles County. Through execution of the MTP, Metro will gain groundbreaking insights into the effectiveness and utility of the large-scale deployment of demand-responsive technology. If successful, the new service will increase the use of Metro services and system for both current and new customers and more broadly support a user-centric approach that complements future service planning and operations. If cost effective and widely utilized, this service could be integrated into Metro's service policy and transit services.

## **PROJECT GOALS**

The goal of the project is to determine whether on-demand service like MicroTransit can provide a convenient new travel option in a primarily fixed-route transit network for our current customers while also encouraging new customers to use the transit system.

The goal of the service is to replace short local single-occupancy vehicle trips with mass transit or shared vehicle options for riders traveling short distances within the MTP Zones.

By integrating a new transportation technology-enabled service, Metro aims to improve the customer experience (user experience) by providing by a range of benefits to Metro customers, including:

- real-time pick-up and drop off data
- demand-responsive service
- managed and reduced overall wait times
- managed and reduced in-vehicle time
- faster trip overall times
- reduced distance to transit access
- dynamically routed trips
- reduced number of transfers
- improved experience when transferring across Metro services
- point-to-point service to and from Metro's fixed-route transit system
- point-to-point service locally within a pre-defined service zones
- an alternative to single-occupancy vehicle use for short trips
- service that meets or exceeds ADA requirements

Metro seeks to identify:

- popular use cases/trip types for demand responsive services
- popular origin and destination pairs or travel patterns for demand responsive services
- a variety of use cases for demand responsive services (e.g., moving beyond millennials)
- customers' priorities (e.g., wait time, transfers, reliability, security, lighting)
- popular transfer points within Metro's service area for demand-responsive trips

Metro aims to gain knowledge regarding:

- cutting-edge insights into how new tools and technology can enhance our service offerings
- the potential role that demand-responsive technology might play in a primarily fixed-route transit network
- how a Metro-operated service compares with private sector operations
- the roles and responsibilities of public-private partners that will yield a service that is financially and technically feasible
- how to develop a business model that achieves a balance between market considerations (e.g., pricing) and public policy considerations (e.g., equity) for technology solutions

Metro can potentially leverage this technology to serve the agency's broader social goals such as focusing on pooled rides and connections to other transit types, accessibility for passengers with disabilities, providing service to those without smartphones or bank accounts. Metro requests the qualified firm(s) or Contractor Team(s) address each of these social goals within their responses to the solicitation.

## **FRAMEWORK**

Metro seeks to partner with a private sector firm(s) or team(s) to design a service that is financially feasible for the agency and effectively balances commercial feasibility with public policy considerations. To drive the best value in pilot design, Metro is using a pre-development public-private partnership (P3) contracting model that will allow Metro to maximize integration of privately developed technologies and approaches, promote shared risk and reward with the private partner, and drive attainment of project performance goals. For the public good, if Part B is exercised in Metro's sole discretion, Metro will own the resulting deliverables and work product for Part A and Part B, and the resulting customized software application built to operate the MicroTransit service. While the Contractor Team will be permitted to provide a license to any underlying software application the Contractor deems appropriate in Part B, Metro desires to own any customizations to the underlying software created by the Contractor Team as required by the scope of Part B, including any customized payments or electronic processing functions. Metro further desires that any customizations of the software product be built in a manner so that Metro may operate the MicroTransit system/application on any software platform of any third party, or Metro's own software platform that it may build in the future.

To foster innovation and partnership, this RFP is being executed in two parts: Part A ("Planning and Design") and Part B ("Implementation and Evaluation"). The MTP project period is not to exceed 4 years.

## **Part A (“Planning and Design”)**

Metro seeks qualified firm(s) or Contractor Team(s) to produce a service feasibility study including budgets and timelines that will determine parameters for service implementation in Part B. All respondents to the RFP are initially required to propose only one sample (1) MTP Zone as part of their proposals. The firm(s) or Contractor Team(s) awarded the contract will determine the MTP Zones with Metro and be required to produce for Metro an analysis of at least six potential MTP Zones as a deliverable to Part A. Market research, use cases, and customer profiles produced in Part A, Task 1 will inform the justifications and selections for MTP Zones.

- Contracting: Part A will be governed by an interim agreement which will outline compensation, project work plan, deliverables, and timelines. The interim agreement will be developed to set forth terms for Part A and the option for Part B.
- Payment: Qualified firm(s) or Contractor Team(s) will be paid as agreed upon in the interim agreement and may include risk sharing elements.
- Timeline: Part A is expected to be completed within 6 months of contract execution. Metro anticipates Part A will be completed in calendar year 2018

Metro requests the qualified firm(s) or Contractor Team(s) to recommend risk and reward sharing elements within responses to this solicitation. Elements may include, but are not limited to, performance-based enhancements, revenue sharing, contribution of private equity at risk, etc. New and emerging technology services and products not listed in the Statement of Work, as well as new ideas not yet on the market, tested or proven, are encouraged.

## **Part B (“Implementation and Evaluation”)**

Upon attainment of project feasibility thresholds, Metro may proceed to negotiate with qualified firm(s) or Contractor Team(s) for Part B (“Implementation and Evaluation”). Part B will include performance incentives for attaining and exceeding project performance goals.

In Part B, Metro seeks qualified firm(s) or Contractor Team(s) to develop, build, implement, and/or provide a software/technology platform and application and to provide guidance on the implementation, operations, and ongoing evaluation, and refinement and reiteration of the service in Part B. Findings from Part A will be used to further refine the scope of Part B.

- Contracting: Part A will be awarded with a right-of-first-negotiation for Part B upon attainment of feasibility criteria. The award of Part A does not guarantee the award of Part B: Advancement to Part B will be determined at Metro’s sole discretion and based on the ability of the awarded firm(s) or Contractor Team(s) to drive project design to technical and financial feasibility in Part A.
- Payment: Firm(s) or Contractor Team(s) shall be compensated for Part B based on performance in achieving pre-defined service levels which will be outlined and

established as a deliverable of Part A. As part of this, revenue sharing models may also be considered.

- Timeline: Part B is estimated not to exceed three and a half years in duration with a minimum of two years of service operation.

The qualified firm(s) or Contractor Team(s) are expected to provide Metro a software/technology platform that is compatible with TAP for fare payment. Direct fare payment shall also be possible for customers through other payment forms in order to enhance flexibility for Metro customers.

Metro will work with the qualified firm(s) or Contractor Team(s) in Part A to develop vehicle specifications for the pilot. While Metro may select to lease or purchase the vehicles directly or indirectly, the qualified firm(s) or Contractor Team(s) must be willing and able to act as an agent for lease or purchase of vehicles to qualify for this solicitation.

Metro intends to operate and maintain the vehicles for the service and may select to lease or purchase the vehicles for the service directly or indirectly. This expectation will be considered in the planning and pricing of the service and the pilot will comply with applicable Metro related collective bargaining agreements.

The Firm(s) or Contractor Team(s) shall be responsible for adhering to all regulatory policies, permitting requirements, and approvals pre-launch and while operational. Part A and Part B shall meet regional, state, and federal regulations including the needs of riders under the Americans with Disabilities Act, Title VI of the Civil Rights Act of 1964, and the Federal Executive Order on Environmental Justice, as well as implementation of appropriate measures to protect personally identifiable information so as to ensure compliance with applicable law and Metro policy. To the extent possible, communications materials and communications for and about the service shall be available in English, Spanish, Mandarin Chinese, Japanese, Vietnamese, Thai, Khmer, Armenian, Korean, and Russian.

## **QUALIFIED FIRM(S) OR CONTRACTOR TEAM(S) REQUIREMENTS**

The qualified firm(s) or Contractor Team(s) shall report to Metro's Project Manager and shall work closely with a number of Metro departments as well as representatives of Metro's employees to ensure successful design and if selected, continuous improvement to the service throughout implementation and testing phases of the MTP.

The qualified firm(s) or Contractor Team(s) might include individuals with specialized expertise in:

- demand-responsive operations
- private sector service planning
- market research
- transportation planning and modeling
- multi-modal transportation planning
- cost estimating and forecasting
- risk and reward sharing

- revenue sharing models
- risk analysis
- software development
- data collection
- data management
- fare collection technology (including back office)
- CRM
- analytics
- GIS analysis
- service simulator and simulations
- user experience (UX) design
- user interface (UI) design
- marketing
- outreach
- transit service planning
- transit requirements of ADA
- planning for youth, students, seniors and low-income populations

The qualified firm(s) or Contractor Team(s) will determine the team composition, including the type of firm in the prime position. The prime may be a company with demand-responsive software/technology platform, a planning firm, or other specialist.

### **QUALIFIED FIRM(S) OR CONTRACTOR TEAM(S) RESPONSIBILITIES**

The qualified firm(s) or Contractor Team(s) shall coordinate with Metro to:

- identify a range of MTP Zones and propose MTP Zones for deployment of the service
- identify vehicle types and number of vehicles for the service
- research and select the target market segments to use the service
- identify performance measures and key performance indicators for the service
- outline and propose service levels of operations
- identify space requirements and facilities for operations and maintenance
- procure vehicles for the service (leased or owned directly or indirectly by Metro)
- conduct quarterly review of MTP Zones and service parameters to ensure successful implementation
- design a financing model promoting shared risk and reward for Metro and partner

The qualified firm(s) or Contractor Team(s) shall be required to:

- develop, deliver, and maintain the software/technology platform utilized for dispatching and monitoring real-time dynamic vehicle routing
- train Metro project manager and staff, employees and partners on the software technology platform
- offer a mobile payment system

- integrate the regional TAP account as a payment option
- identify and implement strategies to meet or exceed pre-set performance targets, working with Metro
- coordinate with, advertise in, or connect to Google maps

## **INNOVATION AND USER EXPERIENCE**

Metro requests qualified firm(s) or Contractor Team(s) to recommend the following elements:

- Risk and reward sharing elements which, may include, but are not limited to, performance-based enhancements, revenue sharing, contribution of private equity at risk, etc. Vehicles to be utilized for the MTP service will also be considered.
- New and emerging technology services and products not listed in the Statement of Work,
- New ideas, not yet on the market, tested or proven.

## **PART A**

Metro and the qualified firm(s) or Contractor Team(s) shall coordinate on the delivery of Part A (feasibility study) which is divided into eight tasks. Each task requires a timeline with cost estimates to be developed for each task. As previously noted, Metro will own the resulting deliverables and work product from Part A, including any associated intellectual property rights.

Part A Project Tasks:

- TASK 1: TRANSPORTATION ANALYSIS AND MODELING
- TASK 2: SOFTWARE/TECHNOLOGY SOLUTION PLAN
- TASK 3: PERFORMANCE PLAN
- TASK 4: COST STRUCTURE, PAYMENT & RECOVERY
- TASK 5: CAPITAL PROGRAMMING
- TASK 6: COMMUNICATIONS PLAN
- TASK 7: INNOVATION
- TASK 8: REPORTING AND TIMELINE

The qualified firm(s) or Contractor Team(s) shall be responsible for the following:

### **TASK 1: TRANSPORTATION ANALYSIS AND MODELING**

- A. Market Research: Qualified firm(s) or Contractor Team(s) shall develop customer profiles with segmentation of key demographics including, but not limited to: geography, age, gender, income, cargo (luggage, car seat), limited mobility (mobile aid such as wheelchair, service animal), vocation (student), trip type and mode preferences. The profiles and typology shall inform the development of use cases. Market research will drive the selection of MTP Zones and modeling customer demand for the service.
- B. Service Design & Siting Analysis: Contractor Team together with Metro shall identify up to six MTP Zones with utilization opportunities for short trip types and first/last mile service. MTP Zones shall include transit stations and stops as well as places of interest



(for example, universities, stadiums, major employers, hospitals, etc.). MTP Zone types could be suburban, urban, university, low-density, high-density areas. Analysis shall highlight key corridors and provide justifications for service within each zone. MTP Zones may solve for a specific connection issue, but is not required. Prioritization of the MTP Zones will be determined in partnership with Metro.

- C. Mapping: Qualified firm(s) or Contractor Team(s) shall produce GIS maps and make available raw files for the MTP Zones. At minimum, layers shall include: origin and destination pairs, travel patterns, traffic levels, employment density, residential density, retail and entertainment density, parking availability, shared mobility services, and demographics.
- D. Hours of Service: Qualified firm(s) or Contractor Team(s) shall examine transportation patterns at the MTP Zones and propose optimal hours of service in each MTP Zone.
- E. Service Interoperability: Qualified firm(s) or Contractor Team(s) shall examine and plan for opportunities to coordinate with Metro's existing and proposed operations such as Metro's bus restructure study and BRT plan.
- F. Length of Pilot Operations: Qualified firm(s) or Contractor Team(s) shall propose duration of Part B that would effectively demonstrate the value of the service including ongoing evaluation periods. The length of operations shall not exceed three years in duration.
- G. Suitability Index: Qualified firm(s) or Contractor Team(s) shall assemble figures to compare the six MTP Zones to current and past on-demand operations and assess the best fit with Metro's project goals
- H. Estimates and Forecasting: Qualified firm(s) or Contractor Team(s) shall model the demand of the six MTP Zones and produce utilization estimates specific to the customer profiles.
- I. Outreach: Qualified firm(s) or Contractor Team(s) shall conduct direct outreach in each of the MTP Zones and may include focus group(s). Outreach tactics shall include a digital and in-person presence and be informed by the agency. Outreach efforts shall reach residents, riders, community-based organizations, business improvement districts, and local employers in each of the MTP Zones.
- J. Timeline: Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task and shall outline estimated hours and budget to achieve the Task 1 deliverables outlined above.

## **TASK 2: SOFTWARE/TECHNOLOGY SOLUTION PLAN**

- A. Software/Technology Features & Functionality: Qualified firm(s) or Contractor Team(s) shall produce an analysis of key features of a software/technology platform and recommend a software/technology platform that supports demand-responsive operations. Features may include, but are not limited to:
  - Routing and dispatch of vehicles in the form of a mobile application
  - Remote real time monitoring and analytics for service operations
  - Advanced booking functionality, if desired
  - Operator-facing application available for download in the Apple and Android stores

- Customer-facing application available for download in the Apple and Android stores
  - Dashboard for analysis of service operations available to Metro User-friendly
  - Applies user experience (UX) and user interface (UI) principles
  - Customizations for riders with limited use of smartphone technology
  - Customizations for riders with advanced use of smartphone technology
  - Application Programming Interface (API) enabled to connect with Metro app, TAP system, TAP app and Google maps
  - Listing of service in trip-planning aggregators
  - ADA compliant features and enhancements for the mobile app and browser
  - Payment options for customers without bank accounts
- B. Software/Technology Customizations: Qualified firm(s) or Contractor Team(s) shall identify and recommend software improvements and customizations to ensure successful usage of the technology platform for the pilot.
- C. Software/Technology Training: Qualified firm(s) or Contractor Team(s) shall identify and produce training materials required for preparing Metro project manager and staff, employees, and municipal partners for service implementation.
- D. Software/Technology Communications Plan: Qualified firm(s) or Contractor Team(s) shall propose a plan for responding to customer questions about the service, customer questions when using the service and malfunctions of the user-facing mobile application. The plan shall include a strategy for verifying or booking the service when the mobile application is not operating.
- E. Software/Technology Communications Materials: Qualified firm(s) or Contractor Team(s) shall recommend and produce communications materials for Metro and TAP multi-lingual call center in compliance with Limited English Proficiency regulations to ensure all customers including those without smart phone access or technology, can access information about the service Metro requests qualified firm(s) or Contractor Team(s) to recommend the format of communications materials.
- F. Software Security and User Privacy. Qualified firm(s) or Contractor Team(s) shall identify and recommend commercially reasonable data security measures with respect to customer personal information, including the use of multifactor authentication and distinct access keys. The measures shall comply with applicable federal and state laws and regulations and Metro policies and practices.
- G. Timeline. Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task and shall outline estimated hours and budget to achieve the Task 2 deliverables outlined above.

### **TASK 3: PERFORMANCE PLAN**

- A. Customer Success Plan: Qualified firm(s) or Contractor Team(s) shall develop a plan outlining with visuals and diagrams the experience of customers learning, accessing and paying for the service. The plan shall include mapping the moment before, during, and after a customer has utilized the service. UX/UI principles shall be applied.
- B. Performance Measurement Plan: Qualified firm(s) or Contractor Team(s) shall summarize private industry standards and develop a detailed performance measurement plan, with defined key performance indicators, data collection methodology and

benchmarks, to consistently capture all relevant data sources to measure impact of the service.

- C. Utilization: Qualified firm(s) or Contractor Team(s) shall develop a strategy to project usage of the service, establish a baseline for utilization and design a tool to capture and track utilization figures throughout operations of the pilot. Projections for usage will be used to set performance targets for the service.
- D. Performance Targets: Qualified firms(s) or Contractor Team(s) with Metro shall evaluate and set performance targets to be used in Part B.
- E. Data Collection: Qualified firm(s) or Contractor Team(s) shall provide a real-time data portal where all relevant data sources are housed and the Metro Project Manager and staff can track pre-determined metrics.
- F. Timeline: Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task and shall outline estimated hours and budget to achieve the Task 3 deliverables outlined above.

All external communications about the MTP and use of MTP data shall be subject to Metro's input, final review, and approval.

#### **TASK 4: COST STRUCTURE, PAYMENT & RECOVERY PLAN**

- A. Fare Analysis: Qualified firm(s) or Contractor Team(s) shall produce an analysis which will evaluate and assess opportunities to incorporate Metro's rate structure for students, low-income, seniors/Medicare card holders and persons with disabilities or Access Services while also maintaining financial viability. Qualified firm(s) or Contractor Team(s) shall also produce an analysis to determine if Metro's fare structure can be integrated to support the MTP Zones, and propose recommendations for a new MTP Zone-based fare structure that integrates with Metro's existing fare structure and fare policy. Proposed fares for MTP service may exceed the agency's existing public transit fares. Analysis shall draw from pricing models for similar new mobility and shared ride programming globally.
- B. Interoperability: Qualified firm(s) or Contractor Team(s) shall ensure Metro customers can pay for the service using a TAP account. Qualified firm(s) or Contractor Team(s) shall establish a strategy to integrate the software/technology platform with TAP operations including devices such as validators and fare boxes, where possible. Close coordination with the TAP team is required.
- C. Fare Communications: Qualified firm(s) or Contractor Team(s) shall work with Metro Communications to integrate fare information into existing agency communications both internal and external. Qualified firm(s) or Contractor Team(s) shall also design and develop new customer facing communications materials including digital and print resources in coordination with Metro Customer Care.
- D. Mobile Payment: Qualified firm(s) or Contractor Team(s) shall ensure smartphone users can pay for this service with mobile application(s). Close coordination with the TAP team is required.
- E. Modeling: Contractor Team shall develop a strategy to track cost recovery for the service.

- F. Financing Model: Qualified firm(s) or Contractor Team(s) with Metro shall identify a structure for revenue sharing options to promote attainment of performance targets. The structure for revenue sharing will provide a basis for payment in Part B.
- G. Timeline: Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task and shall outline estimated hours and budget to achieve the Task 4 deliverables outlined above.

The cost structure for the MTP will be subject to Metro's final review and approval.

## **TASK 5: CAPITAL PROGRAMMING**

- A. Vehicle Procurement: Qualified firm(s) or Contractor Team(s) shall develop analysis on vehicle types, costs, and provide recommendation on vehicles for purchase or lease (not to exceed 30 vehicles). Vehicles shall be selected based on use cases being tested as determined by the transportation modeling and analysis. Insurance requirements and cost estimates shall be developed as well. Recommendations must be fully ADA compliant for public transit use. Identification of potential vehicles shall include engagement with Metro Operations and Vehicle Acquisition.
- B. Vehicle Allocations: Qualified firm(s) or Contractor Team(s) shall provide a plan on how to determine the number of vehicles required per MTP Zone and the methodology for increasing or decreasing the number of vehicles to service customer demand. The plan shall account for meeting ADA requirements and achieving an equivalent response time with wheelchair accessible vehicles in each MTP Zone. Qualified firm(s) or Contractor Team(s) may recommend a mixed fleet.
- C. Vehicle Facilities: Qualified firm(s) or Contractor Team(s) shall identify available facilities to-house and perform maintenance on vehicles. Analysis shall include, but not be limited to Metro owned, leased or to-be owned or leased properties.
- D. Vehicle Branding and Graphics: Qualified firm(s) or Contractor Team(s) shall work with Metro Communications to develop vehicle service identity and graphics that build upon and integrate with Metro's existing brand and services. Qualified firm(s) or Contractor Team(s) shall coordinate with Metro's Creative Services to develop cost estimates for the vehicle branding and graphics as well as fare equipment, if applicable.
- E. Transit Station/Stop Integration: Qualified firm(s) or Contractor Team(s) shall identify and assess potential physical improvements required to deploy vehicles in the MTP Zones. A method for prioritizing curb space including drop off and loading zones and strategies to ensure physical safety and security of customers during the hours of service shall be included.
- F. Wayfinding and Signage: Qualified firm(s) or Contractor Team(s) shall work with Metro to develop a proposal for communicating the service including maps, decals, and related components. The proposal shall be informed by Metro departments and potentially, local cities and departments of transportation. Qualified firm(s) or Contractor Team(s) to identify physical infrastructure that may be utilized for wayfinding and signage for the MTP in each MTP Zone.

- G. Risk Analysis: Qualified firm(s) or Contractor Team(s) shall produce a risk analysis for the feasibility study produced in Part A. Qualified firm(s) or Contractor Team(s) shall work closely with Metro's Risk Management throughout Part A.
- H. Timeline: Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task shall outline estimated hours and budget to achieve the Task 5 deliverables outlined above.

## **TASK 6: COMMUNICATIONS PLAN**

- A. Brand: Qualified firm(s) or Contractor Team(s) shall develop a proposal for Metro on the branding of the MTP with specific direction on communications and marketing tools to reach existing and future customers drawing from the market research conducted in Task 1. Qualified firm(s) or Contractor Team(s) shall work with Metro Communications to ensure proposal builds upon, and integrates with, Metro's existing brand. The MTP brand is subject to Metro's review and approval.
- B. Outreach: Qualified firm(s) or Contractor Team(s) shall define outreach tactics and plan for implementation required for successful launch of the service in two MTP Zones. Plan shall include ongoing engagement with existing and new customers throughout the pilot period.
- C. Marketing: Qualified firm(s) or Contractor Team(s) shall design a strategic marketing plan with tactical implementation strategies. The marketing plan shall be informed by market research conducted in Task 1 and incorporate the multi-lingual needs of Metro's existing customer base. Qualified firm(s) or Contractor Team(s) shall coordinate with Metro Communications and Marketing on developing the cost estimates (for example, ad buy, street teams, billboards). Metro requests qualified firm(s) or Contractor Teams (s) to recommend sponsorship models and sponsors for the service with review and final sign-off from Metro.
- D. Timeline: Qualified firm(s) or Contractor Team(s) shall draft a timeline for this Task and shall outline estimated hours and budget to achieve the Task 6 deliverables outlined above.

All external communications about the MTP shall be subject to Metro's input, final review, and approval.

## **TASK 7: INNOVATION**

Metro requests qualified firm(s) or Contractor Team(s) to recommend the following elements:

- A. Risk and reward sharing elements within responses to this solicitation. Elements may include, but are not limited to, performance-based enhancements, revenue sharing, contribution of private equity at risk, etc. Vehicles to be utilized for the MTP service will also be considered.
- B. New and emerging technology services and products not listed in the Statement of Work.
- C. New ideas, not yet on the market, tested or proven.

## **TASK 8: REPORTING AND TIMELINE**

- A. Communications: Qualified firm(s) or Contractor Team(s) shall assign a project manager to coordinate with the Metro Project Manager and act as the point person for the qualified firm(s) or Contractor Team(s) in all communications with Metro. Weekly Meetings: Qualified firm(s) or Contractor Team(s) project manager shall coordinate and participate in weekly meetings with Metro's Project Manager.
- B. Reports: Qualified firm(s) or Contractor Team(s) shall produce two reports (one interim and one final) in Part A. The final report shall be no more than 75 pages including appendices with all relevant findings and completed at the conclusion of Part A. Coordination: Qualified firm(s) or Contractor Team(s) shall work with Metro Project Manager to ensure effective and efficient coordination with key departments listed within the Statement of Work.
- C. Presentations: Qualified firm(s) or Contractor Team(s) shall assemble a PowerPoint with recommendations from the final report in coordination with the Metro Project Manager at the conclusion of Part A.
- D. Briefings: Qualified firm(s) or Contractor Team(s) shall co-present with the Metro Project Manager at in-person briefing(s) to key stakeholders (internal and external, if appropriate) at the mid-point of Part A and when Part A is completed.
- E. Master Timeline: Qualified firm(s) or Contractor Team(s) shall combine all task specific timelines (Tasks 1-7) to produce a master timeline. The master timeline will need to be agile and flexible as project design and operations may be adjusted to ensure successful implementation.

All external communications about the MTP shall be subject to Metro's input, final review, and approval.

## **PART B**

Initial tasks for Part B are outlined below and will be refined and finalized based upon deliverables from Part A. The primary tasks for Part B will be to deliver the software/technology platform, procure the vehicles, and establish service adjustments to increase performance, evaluate the implementation of the service, and report project updates and outcomes. The selected qualified firm(s) or Contractor Team(s) are required to implement the pilot in a least one of the selected MTP Zones from Part A and should be willing to move or adjust the zone, if needed. As previously noted, Metro will own the resulting deliverables and work product for Part B, including any associated intellectual property rights, and resulting customized software application(s) built to operate the MicroTransit service. While qualified firm(s) or Contractor Team(s) will be permitted to provide a license to any underlying software application Contractor deems appropriate for use in Part B, Metro desires to own any customizations to the underlying software created by the qualified firm(s) or Contractor Team(s) as required by the scope of Part B, including any customized payments or electronic processing functions.

Part B Project Tasks:

TASK 1: SOFTWARE/TECHNOLOGY PLATFORM

TASK 2: IMPLEMENTATION

TASK 3: REPORTING AND TIMELINE

**TASK 1: SOFTWARE/TECHNOLOGY PLATFORM**

- A. Software Development & Licensing: Qualified firm(s) or Contractor Team(s) shall deliver and license to Metro a software/technology platform that supports demand-responsive routing and dispatch of vehicles.
- B. Software/Technology Platform: Qualified firm(s) or Contractor Team(s) shall provide a software/ technology platform which is available in the form of an application for customers and operators alike. The application shall be available for download with public-facing version accessible in the Apple and Android stores, and to the extent the application is a customization of the underlying software/technology platform, it shall be owned by Metro. The application will also be designed and built in a manner that allows the application to run on any software platform from any third party, and on any future Metro software/technology platform that may be built directly by Metro.
- C. Software/Technology Design: Qualified firm(s) or Contractor Team(s) shall provide a technology platform which is user-friendly and applies user experience (UX) and user interface (UI) design principles to ensure a high quality experience for customers with both limited and advanced use of smartphone technology.
- D. Software/Technology Customization: Qualified firm(s) or Contractor Team(s) shall customize software to meet the project design elements identified in Part A. Such software/technology customizations, including for customized payments and electronic processing of the MicroTransit system and service, shall be owned by Metro.
- E. Software/Technology Maintenance: Qualified firm(s) or Contractor Team(s) shall be solely responsible for maintaining, managing, updating, and upgrading the platform. The platform must consist of a user interface, operator interface, and dashboard for analysis and administrative oversight by Metro.
- F. Software/Technology Functionality: Qualified firm(s) or Contractor Team(s) shall ensure the real-time analytics dashboard for administrative oversight is available for tracking, monitoring, reporting, operations, and will be available 24 hours a day with access to Metro Project Manager, staff, employees and Operations.
- G. Software API and Web Service: Qualified firm(s) or Contractor Team(s) shall provide an access to data and functionality through a text-based Application Programming Interface (API) that may be readily consumed by Metro and external developers.
- H. Software/Technology Training: Qualified firm(s) or Contractor Team(s) shall provide training for Metro staff and municipal partners as needed.

**TASK 2: IMPLEMENTATION**

- A. Marketing and Outreach Campaigns: Qualified firm(s) or Contractor Team(s) under direction of Metro shall assist implementation of strategic marketing and outreach plans.

- B. Vehicle Procurement: Qualified firm(s) or Contractor Team(s) may secure vehicles and related insurance for the pilot.
- C. Service Zone and Parameter Adjustments: Qualified firm(s) or Contractor Team(s) shall advise Metro on adjustments to increase utilization which may include adjusting the MTP Zones and parameters (but not performance metrics) up to four times annually.
- D. Data Collection: Qualified firm(s) or Contractor Team(s) shall be responsible for tracking data such as origin, destination, time of day, route, age, gender, race/ethnicity, and the income level/household size in the data portal established in Part A.

### **TASK 3: REPORTING AND TIMELINE**

- A. Coordination: Qualified firm(s) or Contractor Team(s) and assigned project manager shall work with Metro Project Manager to ensure effective and efficient coordination with key departments listed within the Statement of Work.
- B. Service Evaluation & Analysis: Qualified firm(s) or Contractor Team(s) shall produce an analysis and evaluation of the service. The analysis will be ongoing throughout Part B.
- C. Reports: Qualified firm(s) or Contractor Team(s) with Metro Project Manager shall produce two reports (one interim and one final) in Part B. The final report shall be no more than 50 pages including appendices with all relevant findings and completed at the conclusion of Part A.