

SCOPE OF SERVICES

TRANSPORTATION PILOT PROGRAM MANAGER SERVICES

The following describes a scope of services for a Program Manager, funded by a Massachusetts Community Compact Cabinet grant. The funding amount allocated to the Program Manager consultant is \$45,000 (labor, travel, expenses, etc.), equivalent to a half-time role over the grant period of 12 months. Since the amount of funding is essentially fixed, selection of the Program Manager consultant from the Request for Services (RFS) will be based on the consultant's ability to meet the specifications herein, rather than the lowest bid.

As this is a new initiative, we understand the Program Manager consultant's time will be variable (hours per week) and dependent on collaborating towns' pilot activities. Thus, payment of an hourly rate per month may be a reasonable means of reimbursement, with hours worked decrementing from the estimated total. Members of the Transportation Pilot Steering Committee, with which the consultant will work, and the Sudbury Director of Planning and Community Development, will ensure a satisfactory resolution of that and other aspects of a contract.

Objective and Deliverables

Objective: The Community Compact Cabinet of Massachusetts has funded an Age and Dementia-Friendly best practices proposal submitted by Acton, Bolton, Boxborough, Carlisle, Stow, and Sudbury, acting as lead municipality. The objective of the proposal is to improve transportation services for seniors, people with disabilities, financially vulnerable residents, and veterans, by providing on-demand transit to health and community resources as well as economic opportunities. The initiative is designed to create pilots for on-demand transportation and to collect demand data to help regional transit authorities and others to implement effective and cost-efficient services where possible. At the end of the pilot, the involved communities will be able to identify potential hubs, fixed route, and/or microtransit (on-demand) services that regional transit authorities could serve economically and, at the same time, increase equity and inclusiveness as features of age and dementia friendly communities.

Deliverables: Each community pilot in the overall program will follow the Plan/Do/Study/Act (PDSA) continuous quality improvement methodology and require regular summaries of each phase analyzed. The Program Manager consultant will be a resource for these deliverables and, at the conclusion of the grant (approximately 12 months from date of hire or when grant funding expires), will work with the Transportation Pilot Steering Committee to review data from all PDSA documentation, provide summary analytics, and compile lessons learned so a final deliverable (report) can be submitted to the granting agency. As part of this process, the Program Manager consultant will submit written quarterly updates on the overall process to the Steering Committee, as well as a concluding document on program lessons learned.

Project Scope

Reporting to the Director of Planning and Community Development in the Town of Sudbury, the Program Manager consultant will be responsible for managing the program tasks and subtasks of

the pilots for each participating municipality. The consultant will work with the Transportation Pilot Steering Committee and with each individual municipality on items such as rider and trip eligibility, cost sharing arrangements, processes for booking trips, and monitoring the data to ensure the pilot is meeting its goals. Each community will select its own transit partners, including but not limited to ride-hailing firms, taxi companies, microtransit providers, and so forth. The Steering Committee will identify several temporary spaces from which the Program Manager consultant may work and travel among the participating towns.

The following are currently identified tasks for the Steering Committee, listed in approximate chronological order, and do not constitute all or the only ones in which the Program Manager consultant will be involved:

- Identify “small win” options within and across towns addressing priority needs, pressing gaps, and key preferences.
- Determine target subgroups, geographic coverage, eligible pickup locations and destinations, days, hours, etc., and rider eligibility requirements.
- Develop policies, including interjurisdictional agreements among participating municipalities (likely in the forms of memoranda of agreements) and, with the Metropolitan Area Planning Council (MAPC), determine clear roles among the agencies.
- Create a list of possible ride-hailing, taxi, bus, livery, and microtransit providers, and identify intersections with Council on Aging and Regional Transit Authority (RTA) services.
- Describe same-day, door-to-door options in detail.
- Outline Plan/Do/Study/Act (PDSA) continuous quality improvement policies and processes for each option. This includes marketing of and outreach for town plans to help spread the word of the new services.
- Initiate and complete the transportation and technology vendor procurement process.
- Explore voucher, gift certificate, bundling options, sponsorships, etc., to support rides and help ensure future sustainability in the towns.
- Compile, from stakeholder management activities, likely demands or opposition; assess, craft responsive strategies; and assign implementation responsibility.
- Assign PDSA oversight responsibility for options. This will entail continuous STUDY of real time outcomes using established measures and modifying parameters as needed (ACT), to improve.
- Craft policies to assure continuity and effectiveness of documentation and communications.
- Ensure the PDSA approach is implemented across municipalities, for consistent monitoring and improvement of progress.
- At the pilot’s conclusion, work with the Steering Committee to review data from all PDSA documentation, provide summary analytics, and compile lessons learned so that a report can be submitted to the granting agency.
- Provide ideas on how these microtransit pilots can become sustainable transportation options in each community.

As noted above, the Program Manager consultant will submit reports to the Steering Committee at least quarterly, with updates on deliverables, and a concluding document reflecting program lessons learned. The latter will be a vital input to future programs.

Qualifications

The Program Manager consultant will have experience as a program/project manager and can demonstrate success in the role. The consultant understands and can apply quality improvement processes (knowledge of the Plan/Do/Study/Act approach desired). Since this is a multi-municipality program, the Program Manager consultant is a confident leader of activities where people's interests may differ and priorities may not be similar, and the consultant will have demonstrated effective communication and negotiation skills.

Experience in and knowledge of public/private transportation is beneficial but not necessary. If formal procurement procedures are to be followed in any community, assistance from that community staff will be provided. The Program Manager consultant will undertake sufficient study of ride-hailing, microtransit, and "mobility as a service," and engage in conversations with individuals who do have experience and knowledge to support learning and growth in this area.

The Program Manager consultant must be able to work independently yet collaboratively, and to appreciate the philosophy and values held by those involved in this Community Compact initiative. The consultant must enjoy the process of experimentation, applying lessons learned, and sharing them with others to improve the outcome.

Offer

This is a half-time position funded entirely (labor, travel, expenses, etc.) by the Community Compact Grant for \$45,000 and is not a Town of Sudbury position; no benefits, including insurance, are provided. Reporting to the Director of Planning and Community Development in the Town of Sudbury, the Program Manager consultant is responsible for managing the program tasks and subtasks, including those described above. The consultant will have several temporary spaces from which to work and travel among the participating towns.

Prior to commencement of work, the Program Manager consultant shall, at their own expense, obtain and maintain general liability and motor vehicle liability insurance policies protecting the Town of Sudbury in connection with any operations included in this Contract, and shall have the Town of Sudbury as an additional insured on the policies. General liability coverage shall be in the amount of at least \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury liability and property damage liability. Automobile Liability coverage shall be in the form of comprehensive automobile liability and shall provide limits of \$100,000 for each person and \$300,000 for each occurrence for bodily injury liability. The consultant shall provide evidence of insurance, including workers' compensation coverage as applicable.

Responses to this Scope of Services request should include:

- Cover letter indicating a proposed general approach to the project.

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- Updated resume, including education, training, relevant positions, etc.
- Recent project management references who can be contacted.
- Pertinent documents from similar projects (these do not need to be transportation related).
- Other materials, including websites, to demonstrate competency.

All responses shall be via email to:

Adam Duchesneau, AICP
Director of Planning & Community Development
Town of Sudbury
Flynn Building, 278 Old Sudbury Road
Sudbury, MA 01776
Phone: 978-639-3398
Fax: 978-639-3314
DuchesneauA@Sudbury.MA.us
www.sudbury.ma.us

Term

The term of the position is approximately 12 months from the date of hire, or until the grant funding has been expended. Work hours will be variable during the term, as each community's pilot evolves. Deliverables described above, including the final analysis, must be completed before the 12-month deadline (defined by the grant terms).

The consultant shall be responsible to the Town of Sudbury or any third party for any property damage or bodily injury caused by it, any of its subcontractors, employees or agents in the performance of, or as a result of, the work under this agreement. The contractor and any subcontractors used hereby certify that they are insured for workers' compensation, property damage, personal and product liability. The consultant and any subcontractor it uses shall purchase, furnish copies of, and maintain in full force and effect insurance policies in the amounts here indicated.

General Liability

Bodily Injury Liability:	\$1,000,000 per occurrence
Property Damage Liability	\$ 500,000 per occurrence
(or combined single limit)	\$1,000,000 per occurrence

Automobile Liability

Bodily Injury Liability:	\$1,000,000 per occurrence
Property Damage Liability	\$ 500,000 per occurrence
(or combined single limit)	\$1,000,000 per occurrence

Workers' Compensation Insurance

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Coverage for all employees in accordance with Massachusetts General Laws

Professional Liability Insurance

Minimum Coverage \$1,000,000 per occurrence

Prior to commencement of any work under this agreement, the consultant shall provide the Town of Sudbury with Certificates of Insurance which include the Town of Sudbury as an additional named insured and which include a thirty day notice of cancellation to the Town of Sudbury.