

**THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY
COMMISSION AGENDA ITEM**

SUBJECT: Transit Service Comprehensive Planning

DATE: October 28, 2025

EXECUTIVE SUMMARY:

This agenda seeks approval to utilize TSPLOST 2023 Project 19 funds to engage with the on-call transportation planning firm RS&H to produce a Transit Comprehensive Plan. The study will include fare collection, transit service, and route optimization, as well as facility utilization, as indicated in the FY 2025 Transit Department Periodic Audit findings.

BUDGET INFORMATION:

REVENUES: \$ 924,293 2023 TSPLOST – Project # 19 ACCGov Transit Operations

EXPENSES:

ANNUAL:

CAPITAL:

OTHER:	\$ 540,293	FY 2026 Transit Comprehensive Plan
	\$ 300,000	Facilities Master Plan and Design
	<u>\$ 84,000</u>	<u>Project Contingency (10%)</u>
	\$ 924,293	Project Total

FUNDING SOURCE: \$924,293 2023 TSPLOST – Project # 19 ACCGov Transit Operations

COMMISSION ACTION REQUESTED ON: January 6, 2026

PURPOSE:

To request Mayor and Commission:

- a. Approve to allocate up to \$924,293 in TSPLOST 2023 Project #19 funds to engage consultants and engineers in the services needed to support comprehensive planning for the Transit Department;
- b. Authorize an award of \$540,293 to on-call vendor RS&H to conduct the routing and fiscal analyses, as outlined in the task work order (**Attachment #1**);
- c. Authorize the Manager to approve up to \$84,000 in additive change orders as needed to support the comprehensive planning efforts; and,
- d. Authorize the Mayor and relevant staff to execute all related contracts and documents.

HISTORY:

1. In March of 2020, the Mayor and Commission (M&C) issued an emergency authorization in response to the COVID-19 pandemic, which mandated the Unified Government of Athens-Clarke County (ACCGov) Transit Department operate zero-fare. The decision was reaffirmed at the January 6, 2021, Mayor and Commission Regular Session meeting.

2. On February 11, 2021, ACCGov Transit published the “On-Call Transportation and Transit Planning Consultant” RFP to provide transportation planning consultation for the ACCGov Transit Department.
3. On September 7, 2021, the M&C approved the award of RFP# 01031 for “On-Call Transportation and Transit Planning Consultant” to RS&H.
4. On June 15, 2021, the M&C approved Transit to permanently offer zero-fare transit services, which included the complementary ADA Lift Paratransit system.
5. On October 4, 2022, the M&C approved the purchase of 91 acres located at 200 and 280 Olympic Way for future use as an operational hub to support Transit, Water and Sewer, and Meter Management.
6. On November 8, 2022, ACC residents approved the 2023 Transportation Special Local Option Sales Tax (TSPLOST) referendum, which included Project 19: ACCGov Public Transit operations. TSPLOST Project 19 provides the Transit Department with \$27,905,000 over a five-year period, approximately \$5.6 Million annually.
7. On May 7, 2024, the M&C approved a comprehensive space study for ACCGov facilities.
8. On June 4, 2024, the M&C approved the FY25 Athens-Clarke County/University of Georgia Transportation Agreement, which identified how the ACCGov and UGA Transit operations would coordinate activities for FY25 and FY26.
9. On May 6, 2025, the M&C accepted the [2025-2029 Transit Development Plan](#) (TDP), which is a short-range planning document designed to address community transportation needs. The 2025-2029 TDP top recommendations were:
10. On August 5, 2025, the M&C accepted the [Transit Department FY25 Periodic Audit](#) by the Operational Analysis Office.

FACTS & ISSUES:

1. The Transit Development Plan (History #9) has a number of key strategies that are needed to enhance and expand transit service in the community. These include:
 - a. Improve fixed-route service frequency;
 - b. Eliminate duplicative services between ACCGov Transit and UGA Campus Transit; and
 - c. Expand areas served by public transportation through the implementation of micro-transit options.
2. The Periodic Audit of the Transit Department generated six findings. These include:
 - a. Publicly available information is unclear and in need of attention;
 - b. Employee compensation does not align with job requirements;

- c. Specific administration inefficiencies, and a lack of accurate data and information, impact service delivery;
 - d. The size, location, condition and security of current facilities have not been prioritized, particularly to meet future needs;
 - e. Transit Department does not have sufficient clarity regarding its role within ACCGov and the community, or its financial future, to pursue focused strategies and achieve long-term goals; and
 - f. Optimize service delivery with existing partners.
3. To address some of the strategies and findings listed above, the Transit Department needs to engage in the completion of:
- a. An analysis of how to optimize transit routes, service types, and integration with UGA Transit;
 - b. A fare analysis to determine the financial and operational impacts of reinstating transit fares;
 - c. A financial sustainability analysis that provides a 5–10-year plan for the projected sources and uses of fiscal resources;
 - d. A fleet lifecycle plan that identifies the types of vehicles to be used, the year their replacement is due, and their projected cost; and
 - e. A transit facilities master plan that identifies and completes schematic design for future improvements on the Olympic Way property.

If approved, the Transit Comprehensive plan will accomplish the above objectives outlined above.

4. ACCGov Transit does not have a financial plan approved by Athens-Clarke County M&C to sustain the Transit Department. For FY26, 41% (\$3,584,444) of program funds come from federal sources and 59% (\$5,156,000) come from TSPLOST 2023. If the availability of either of these funding sources changes significantly, the M&C will have to reduce services, implement fares, restore financial support from the University of Georgia, and/or restore General Fund support. The scope of work from RS&H includes a financial sustainability analysis that provides a 5–10-year plan for the projected sources and uses of fiscal resources.
5. Similarly, ACCGov Transit has not performed a fare analysis to determine the feasibility of restoring fare collection or the rate to charge for fixed-route and paratransit services. The FY25 ACCGov/UGA Transportation Agreement stipulates that ACCGov transit is to operate fare-free through the end of FY26 but does not include commitments beyond that. The scope of work from RS&H includes a fare analysis that will analyze the financial and operational impacts of reinstating transit fares.
6. ACCGov Transit completed the 2025-2029 Transit Development Plan, which highlighted the need for a comprehensive review of existing fixed routes and the restructuring of fixed routes to improve the efficiency of the passenger travel. Furthermore, the FY25 ACCGov/UGA Transportation Agreement requires both ACCGov and UGA Campus Transit to review fixed-

routes of both transit networks to identify duplicative service. The scope of work from RS&H includes an analysis of how to optimize transit routes, service types, and integration with UGA Transit.

7. Periodic Audit Finding 4 notes the ACCGov Transit Department must review the utilization of facilities to evaluate the size, location, condition and security of current facilities have not been prioritized, particularly to meet future needs and growth of the ACCGov Transit network. The space needs for Transit employees are being assessed as a part of the ongoing ACCGov Space Allocation Study. The more specific needs for Transit Department operations as it relates to items like maintenance space, fuel infrastructure, and vehicle storage are best addressed as a part of the plan to jointly develop the Olympic Way properties for use by the Transit and Public Utilities Departments. This agenda report recommends the use of up to \$300,000 in TSPLOST 2023 funds to begin this work using a design firm to be jointly selected by the Transit and Public Utilities Departments.
8. Periodic Audit Finding 4 notes the ACCGov Transit Department must prepare a cost/benefit analysis regarding hybrid and fully electric vehicles to present to the M&C so that they can take action to proceed with the most cost-effective and sustainable fleet for future needs. The Transit and Sustainability Departments are already collaborating on this analysis and anticipate that a summary report on vehicle replacement will be available by the end of this fiscal year.
9. As these items are completed, they will be returned to the M&C for determination as to if and how they should be integrated into ACCGov Transit operations. The estimated timeframe for each item is as follows:
 - a. Route Analysis – FY27
 - b. Fare Analysis – FY27
 - c. Fiscal Sustainability Plan – FY27
 - d. Fleet Lifecycle Plan – FY26
 - e. Transit Facilities Master Plan – FY28
10. Approval of this item supports the following FY26-28 ACCGov Strategic Plan Goal and Strategy:
 - a. Goal 5, Strategy A: *Expand multi-modal Transit access to reduce auto dependency and provide greater mobility for Athens residents.*

OPTIONS:

1. Mayor and Commission:
 - a. Approve an allocation of up to \$924,293 in TSPLOST 2023 Project #19 funds to engage consultants and engineers in the services needed to support comprehensive planning for the Transit Department;
 - b. Authorize an award of \$540,293 to on-call vendor RS&H to conduct the routing and fiscal analyses, as outlined in the task work order (**Attachment #1**);

- c. Authorize the Manager to approve up to \$84,000 in additive change orders as needed to support the comprehensive planning efforts; and,
 - d. Approve the Mayor and relevant staff to execute all related contracts and documents.
2. Mayor and Commission do not approve activities and expenses for a Transit Comprehensive Plan.
3. Mayor and Commission Defined Option.

DEPARTMENT RECOMMENDED ACTION: Option 1 a, b, c, & d

DEPARTMENT: Transit

Prepared by: Victor Pope



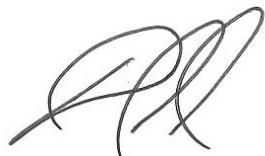
Victor Pope, Transit Director

October 28, 2025

Date

ADMINISTRATIVE COMMENTS:

ADMINISTRATIVE RECOMMENDATION: Option #1 a, b, c, & d



Bob Cowell, Manager

December 10, 2025

Date

ATTACHMENTS:

Attachment #1 – Task Work Order from RS&H for Comprehensive Planning Services

WORK ORDER

Work Order No. 009
Date: _____

RS&H, INC., a Florida corporation (the “CONSULTANT”) agrees to perform and complete the following work (hereinafter “Work”) for the **Athens-Clarke County Unified Government**, a body politic and corporate and political subdivision of the State of Georgia through the Athens-Clarke County Transit Department with its principal place of business located at Athens-Clarke County City Hall, 301 College Avenue, Athens, Georgia 30601 (the “CLIENT”), in accordance with the terms and conditions of the Agreement for Professional Services dated January 25, 2022, all of which terms and conditions are incorporated herein by reference:

Project Location: Athens-Clarke County, Georgia

Project Description/Scope of Services: Regional Efficiency Analysis and Network Redesign

The Athens-Clarke County Transit (ACCT) bus network has remained largely consistent in its structural design and service patterns over several decades, despite significant demographic, economic, and land use changes within the region. ACCT has recently implemented fare free service, and UGA Transit has expanded their role as a regional provider offering fare free service to the general public. Given these changing service characteristics, local, state, and federal funding streams previously dedicated only to ACCT have become important topics of discussion and negotiation. The Unified Government of Athens-Clarke County and University of Georgia entered into a memorandum of understanding that commits to a collaborative review of transit service with the goal of optimizing the use of resources across both systems. Given this opportunity to find efficiencies among the two providers, there is also an opportunity to review and reconsider the entire ACCT network, transit supportive infrastructure, and fare revenue policies to determine how to align the service ACCT is providing to the current needs and values of the region.

The following scope of work will provide an opportunity for ACCT to work closely with riders, the community, the Athens-Clarke County Commission, UGA, and others to design a network collaboratively and thoughtfully to balance the needs and desires of the region with the resources that ACCT has.

Task 1: Project Management

Within 10-days following the Notice to Proceed, the CONSULTANT will schedule and facilitate a project kick-off meeting with the CLIENT to discuss the project milestones, approach, and deadlines. The CONSULTANT will prepare a Project Management Plan (PMP) incorporating information gathered during the project kick-off meeting. The PMP will include critical information about procedures, administration, communication, schedule, and graphics standards. The CONSULTANT will perform project oversight and management activities including invoicing, status report development, and general administrative activities. As part of managing the project, bi-weekly coordination calls will be held with the CONSULTANT and the CLIENT designees. Three (3) in-person coordination meetings with the CLIENT and staff from partner agencies will be held at key review milestones.

Activities and Deliverables

- Draft and final Project Management Plan
- Kick-off meeting agendas, notes, action items

- Bi-Weekly status meetings and agendas, notes, action items
- Three (3) coordination meetings and agendas, notes, action items
- Documentation for meetings including agenda and summary
- Quarterly invoices with supporting status reports

Task 2: Public and Stakeholder Engagement

Public Engagement Plan (PEP)

The first step in Task 2 will be the development of a Public Engagement Plan which will provide a detailed guide for the overall effort of outreach to all groups named under this task. The CONSULTANT will develop the PEP within the framework of the Athens-Clarke County Unified Government and Athens-Clarke County Transit protocols. The PEP will detail techniques that will be utilized to meet the overall goals of the public participation process and how outcomes will be measured. The PEP will also be consistent and compliant with the ACCUG Title VI Plan and will be compliant with all federal and state regulations at the time of the issuance of the NTP.

Project Brand

In parallel with the development of the PEP plan the CONSULTANT will develop project-specific messaging and visual branding that follows CLIENT design standards. The CONSULTANT will prepare draft and final templates for Microsoft PowerPoint, Microsoft Word, InDesign, and GIS Basemaps. The approved branding and messaging will be applied consistently throughout the project for any collateral specified in the public engagement plan such as e-mail, social media, press releases, and transit advertisements.

Project Website

The CONSULTANT will work with the CLIENT to develop a project webpage where community members, the media, and stakeholders can share ideas, provide feedback and stay up to date on the project. The CONSULTANT will provide a webpage outline, design, and content consistent with the approved project brand standards, at intervals identified in the PEP. The webpage content will follow 508 regulations and civil rights accommodations for accessibility.

Stakeholder Advisory Committee

A Stakeholder Advisory Committee (SAC) will provide a forum for key community leaders to be active in guiding the Network Redesign. This committee will consist of recognized leaders in existing organizations or communities, representing a wide diversity of positions and interests. During development of the Public Engagement Plan, the CONSULTANT will work with the CLIENT to develop a diverse Stakeholders Advisory Committee contact list including, but not limited to, representatives from major employers, colleges and universities, social service organizations, transportation/transit users, protected and traditionally under-served populations, and other key groups throughout Athens-Clarke County. Over the course of the project, the CONSULTANT will schedule and host three (3) in-person half-day Stakeholder Advisory Committee workshops.

The CONSULTANT will also develop a list of Key Stakeholders that will be engaged individually or in small groups. Three (3) Key Stakeholder meetings will be held at intervals defined in the PEP.

Public Engagement

Phase 1 of public engagement will occur between the development of initial conceptual alternatives and an initial draft of the plan. This phase of public engagement will focus on gathering input on needs, priorities and preferences using the previously developed Concepts Report as a starting point. Phase 2 of public engagement will occur between publication of draft and final plan and will focus on presenting to the public, stakeholders, and decision-makers how public input shaped the Draft Plan and gathering feedback on the recommendations.

The CONSULTANT will host four (4) in-person community engagement sessions including two (2) in Phase 1 and two (2) in Phase 2 of the public engagement process. The CONSULTANT will also host six (6) pop-up style engagement sessions with three (3) in Phase 1 and three (3) in Phase 2. The PEP will detail the specific public engagement strategies and supporting collateral that will be used for these sessions such as project fact sheets, participant sign-in sheets, maps and exhibits, etc. The CONSULTANT will develop two (2) surveys that will be administered both online and on paper and will prepare two (2) rounds of content for the public website and social media to promote the surveys and engagement opportunities.

Project Briefings

The CONSULTANT will lead up to two (2) presentations / project briefings with ACCgov Commission at important milestones in the project timeline.

Activities and Deliverables

- Draft and final Public Engagement Plan (PEP)
- Draft and final project branding templates
- Public webpage content
- SAC membership list
- SAC workshop invitations, meeting materials, and documentation
- Key Stakeholder meetings agendas, meeting materials, and documentation- three (3)
- Social media post schedule and content - two (2) rounds
- Public surveys - two (2)
- In-person community engagement session materials and documentation - four (4)
- Pop-up community engagement session materials and documentation – six (6)
- Briefings to the ACCgov Commission - two (2)
- Public and stakeholder engagement results technical memo

Task 3: Existing Conditions

Data Collection and Review

The CONSULTANT will work collaboratively with the CLIENT to identify relevant existing plans and conduct a review and summary of the pertinent portions of each to understand the context for the Network Redesign plan and identify gaps or deficiencies. The CONSULTANT will prepare a data needs log and coordinate with the CLIENT to gather the necessary data from within the transit agency and vendors.

In addition to traditional data sources, the CONSULTANT will analyze trip data from cell phones and other location devices provided through the Replica platform to evaluate travel patterns, transit propensity and markets for transit within the study area.

The CONSULTANT will conduct a field review of the service area during project initiation. During that field observation and subsequent desktop review, the CONSULTANT will prepare a qualitative inventory of various aspects of the service area such as major traffic generators, route-specific characteristics, street network characteristics, major barriers and challenges, and other critical features affecting ACCT service.

Evaluation of Existing System

The CONSULTANT will utilize the data collected to map and evaluate the existing ACCT system. This assessment will include individual route profiles developed in a data viewer system, analysis of route productivity, on-time performance, frequency, span of service, and other characteristics. This analysis will also assess system-wide performance measures including ridership and productivity, cost, and other factors. These factors will be compared to four (4) peer systems using factors like the level of investment in service per capita, costs per revenue hour, productivity, and ridership per capita. The assessment will also include route level ridership and productivity within the context of land use and other factors that may influence the ability of a route to achieve its goals.

Mobility Hub Assessment

The Existing Conditions Analysis will include the evaluation of existing, programmed, and planned Mobility Hubs within the study area. The CONSULTANT will analyze these hubs through the context of traffic and trip generators, existing and planned network characteristics, and other information gathered during field review and existing system evaluation. The CONSULTANT will also analyze aspects of the existing, programmed, and planned mobility hubs such as capacity for existing and planned services, economic and community impacts, equity and accessibility, performance metrics, and future readiness.

Markets and Needs Analysis

The CONSULTANT will conduct a robust market analysis to assess the existing transit market and potential future market scenarios. The CONSULTANT will inventory and map data sources including transit surveys from past plans, demographic and behavioral data from the US Census American Community Survey, and Replica travel pattern data. Mapping will also include potential for transit ridership using available data for walkability of the street network / connectivity, safety (based on the high-injury network), sidewalk access, and other active transportation factors. The spatial elements of this analysis will be displayed in a web map viewer that will be accessible to the CLIENT throughout the study.

The CONSULTANT will assess future transit potential by reviewing planned and projected growth and identifying latent demand via the key factors promoting ridership (density, walkability, linearity, and proximity) as well as population demographics and employment patterns, such as industry and wage levels. The CONSULTANT will quantify, to the extent possible, each of these factors based on existing and forecasted demographic data, existing transportation systems data, and planning studies. These factors will be used to assess demand and need in the short- and long-term and for different markets, like regional trips into and out of the study area, and smaller area trips, such as into and within the UGA campus.

As part of the assessment the CONSULTANT will also review the existing network performance and the latent demand for transit in various markets. The assessment will include identification of potential for

implementation of different service types, including on-demand or deviated fixed route services among others.

Choices Report

The CONSULTANT will synthesize the Task 3 materials into a Choices Report.

Activities and Deliverables

- Data needs log
- Data viewer of demographic and transit system information
- Field review inventory data
- Peer review- four (4) systems
- Mobility hubs assessment
- Draft Choices Report
 - Market and Needs Analysis

Task 4: Conceptual Alternatives

Network Concepts Development

Building off the work of the Choices Report and input from the Stakeholder Advisory Committee, the CONSULTANT will develop options for review through a Concepts process that helps frame key choices clearly for elected officials, stakeholders, and the community. Two (2) budget-neutral contrasting concepts will be developed during this stage. These concepts will be used as exhibits during Phase 1 of engagement.

The CONSULTANT will draft the Network Design in collaboration with the CLIENT through intensive Network Design Retreats. The retreats will be attended by CLIENT planning staff familiar with administration, operations, and scheduling, land use and planning staff at local partner agencies, and staff representatives of UGA Transit, at a minimum. Two (2) in-person Network Design Retreats will be hosted by the CONSULTANT to develop the network design concepts, one (1) virtual retreat to review the Draft Plan, and one (1) virtual retreat to review the Final Plan. Following the Network Design Retreats, draft design assumptions will be refined iteratively through virtual meetings with the CLIENT.

Mobility Hub Concepts

Mobility Hubs will play a crucial role in the development of network concepts. As such, particular attention will be given to these hubs during this phase of the project. The CONSULTANT will conduct a cost-benefit analysis on the existing location of the Multimodal Transit Center (MMTC) that will incorporate the concepts that are advanced as part of the Network Concepts Development. This will include a planning level cost estimate of relocating the central hub and a preliminary analysis of up to three (3) alternative sites. The analysis will also review the mobility hub sites identified in the 2022 ACCT Decentralized Transfer Facilities study to ensure they remain relevant when compared to the Network Concepts.

Concepts Report

The Concepts will be documented by the CONSULTANT in a detailed report called the Concepts Report. The Concepts Report will include detailed mapping of each element of the plan, route-level cost estimation, and an analysis of population and jobs coverage and changes to coverage.

The access and freedom analysis, proximity analysis, maps of the concepts and other materials will be compiled into an additional chapter to be added to the Choices Report. The full and final Choices Report and related materials will form the basis for public and stakeholder engagement Phase 1 detailed in Task 2.

Activities and Deliverables

- In-person Network Design Retreat meeting materials and documentation – two (2)
- Virtual Network Design Retreat meeting materials and documentation – two (2)
- Network concept maps and charts
- Mobility Hubs cost-benefit analysis summary
- Up to three (3) Preliminary Alternative Site Analyses
- Draft and final Concepts Report

Task 5: Plan Documentation

Draft and Final Network Plan

Based on input from the public, stakeholders, and Commissioners in Phase 2, the CONSULTANT will lead the CLIENT through a virtual design workshop to revise and update the two recommended networks. Based on these updates, the CONSULTANT will develop final performance measures of the outcomes of each network including clearly defined Transit Service Classifications for fixed-route, deviated fixed-route, on-demand, express or commuter services, or other services.

Implementation Plan

The Final Plan will include key implementation recommendations with critical path steps to guide the implementation of a major network redesign. The CONSULTANT will prepare a list of capital needs based on best practices and cost parameters available from recent capital projects. Planning level cost estimates will also be prepared for various implementation needs, such as bus stop changes, schedule / Ride Guide brochure changes, driver training needs, customer service training, potential temporary staffing needs, etc. These costs will inform the 5–10-year plan described in the financial sustainability task.

Mobility Hub Recommendations Report

Following a cost-benefit analysis and development of preliminary site concepts in Task 4, the CONSULTANT will develop a recommendations report detailing the benefits and any anticipated advantages or disadvantages to relocation of the MMTC.

Draft and Final Report

After assessing markets and needs, defining the key trade-offs, evaluating mobility hub locations, and getting input from the public and stakeholders on priorities, the CONSULTANT will work with the CLIENT and key partners to develop recommendations. These recommendations will be developed in two phases: a Draft Plan for Phase 2 of Public and Stakeholder Engagement and a Final Plan.

The draft plan report will include a comprehensive service plan package that integrates the types of services, operational parameters, capital needs, network design and equity and access analyses. These materials will be used as collateral for Phase 2 of public and stakeholder engagement.

Following Phase 2 engagement, the CONSULTANT will compile all work from above items and tasks into a Final Plan Report and an Executive Summary. The Plan and Executive Summary will follow approved study branding standards and will integrate all materials developed in the study. All final deliverables will be in digital format.

Activities and Deliverables

- Draft and Final Plan Report
- Draft and Final Mobility Hubs Recommendations summary
- Draft and Final Complete Service Parameters for all recommendations
- Draft and final maps and charts of networks and recommended services
- Implementation Plan Recommendations

Task 6: Financial Sustainability Analysis

The objective of this task is to assist in the analysis, identification, and implementation of potential sources of revenue including, but not limited to local, state, and federal grants, local partnerships or intergovernmental agreements, and fare policy changes.

Goals and Evaluation Criteria

By defining goals, agencies can provide a framework for making more deliberate decisions about the way they define a fare policy. Through surveys, meetings, and workshops conducted as part of the Stakeholder and Public engagement task, the CONSULTANT will collect feedback on the financial goals of each group while also satisfying FTA Title VI requirements for any potential fare policy changes. Together with the vision, goals and objectives of key planning documents in the Athens area, these will be used to develop the goals that will guide the creation of an Athens-Clarke County Transit Financial Plan.

These goals will inform the creation of evaluation criteria that will be applied to the scenarios created under Task 5 to select a preferred course of action that will then inform the final recommendations of the plan. The CONSULTANT will prepare an Evaluation Criteria Matrix that will demonstrate the intersection of the goals and evaluation criteria.

Network Redesign Financial Implementation Plan

In addition to the Implementation Plan developed as part of the Network Redesign, the CONSULTANT will work with the CLIENT to develop a 5–10-year Financial Plan that will match the capital and operational needs with anticipated funding to establish thresholds needed to implement future improvements. The CONSULTANT will work with the CLIENT to identify revenue streams and funding strategies that best support the stated goals and objectives for ACCT.

By understanding how each fund source operates along with the conditions necessary to obtain funding commitments, the CONSULTANT will provide a funding plan that can function as a long-term blueprint as well as a short-term budget.

Development of Financial Scenarios

The CONSULTANT will work with the CLIENT to collect and review ACCT financial data in order to understand the existing financial status of the agency. A base year financial snapshot will be prepared and will consider the impact that free fares, grants, and other budget decisions have had on the agency. The CONSULTANT will also prepare future projections based on existing financial procedures at 5-, 10- and 20-year planning horizons in order to form the baseline scenario. The baseline scenario represents a financial forecast for the agency without intervention such as policy change or changes to other funding sources.

The CONSULTANT will then conduct a fare analysis for Athens-Clarke County Transit to determine the costs of implementing fares for the system, and the effect on change in demand for transit that implementation of fares may have. This will help to establish basic costs and benefits for establishment of fares. This analysis will include work done as part of the Network Redesign Financial Implementation Plan, particularly Federal and State grant processes and other strategies identified as necessary to generate funding for the transit department. The CONSULTANT will prepare up to three (3) future scenario funding projections for the department. Like the baseline scenarios, the future scenario projections will be expressed in 5-, 10-, and 20- year timeframes.

Financial and Fare Policy Recommendations and Documentation

Building on the data assessments and analyses, peer system evaluation, review of industry trends, and the input from stakeholders and staff, the CONSULTANT will prepare policy recommendations. These recommendations will include detailed justification write-ups for policy, organizational structure, technology and software, etc. The recommendations will address the most efficient way to implement recommended changes including financial elements, customer outreach, and organizational coordination considerations.

Following the completion of the plan, an annotated bibliography/summary of the plan and all project files will be transmitted electronically to the CLIENT.

Activities and Deliverables:

- Draft and final Financial Plan Goals summary
- Financial Policy Evaluation Criteria Matrix
- Existing conditions financial analysis
- Operating and capital 5-, 10-, and 20- year baseline scenario
- Table of fare price elasticity
- Operating and capital 5-, 10-, and 20-year future scenarios – three (3)
- Draft and final recommendations PowerPoint
- Draft and final Financial and Fare Policy report
- Executive briefing documentation
- File database and summary of files

Estimated Hours: 3,605

Estimated Cost: \$ 540,293.00

Estimated Schedule: 24 Months from Notice to Proceed

CLIENT

Athens-Clarke County Unified Government

By: _____

Print Name: _____

Title: _____

RS&H

RS&H, INC.

By: _____

Print Name: _____

Title: _____

ACCT Task Work Order: Regional Efficiency Analysis and Network Redesign

DRAFT Cost Estimate