



Scope of Work

Fuel Cell Electric Bus (FCEB) Subject Matter Expert (SME)

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1. Project Overview

The California Transit Training Consortium (CTTC) is a statewide organization dedicated to advancing the professional development and technical readiness of California's public transit workforce. CTTC fulfills its mission by partnering with transit agencies, industry stakeholders, and subject matter experts to design, develop, and deliver high-quality, competency-based training programs. These programs serve a broad range of transit professionals — including vehicle operators, maintenance technicians, supervisors, and administrators — across the full spectrum of California's diverse and evolving public transportation network.

California's transit industry is undergoing a significant transformation driven by the state's ambitious zero-emission vehicle (ZEV) mandates and clean transportation policies. Among the emerging technologies entering transit fleets are Fuel Cell Electric Buses (FCEBs), which utilize hydrogen fuel cell powertrains to produce zero direct emissions. As California transit agencies procure and deploy FCEBs in growing numbers, the need for specialized, technically rigorous workforce training has become critical. Maintenance technicians, safety personnel, and operations staff must be equipped with the knowledge and skills necessary to safely and effectively operate, service, and maintain these advanced vehicle systems — including hydrogen storage and fueling infrastructure, high-voltage systems, and fuel cell diagnostics.

The CTTC's Education Services Committee created a FCEB task force and identified an eight (8) FCEB course series. This course development was part of the CTTC Five-Year Training plan adopted by the CTTC board in 2025. The Task Force is made up of subject matter experts from Transit Agencies, Colleges, and Original Equipment Manufacturers (OEM). The task force will include members from our funding agencies and their

respective OEMs. The course material developed will address industry standards and reference the funding agency equipment requirements.

The purpose of this engagement is to retain a qualified Fuel Cell Electric Bus Subject Matter Expert (FCEB SME) to support the California Transit Training Consortium in the design and development of six (6) new FCEB training courses. The FCEB SME will serve as the primary technical authority throughout the curriculum development process, providing expert guidance, facilitating the FCEB Task Force through the development, and ensuring that all course content is technically accurate, operationally relevant, and aligned to applicable safety and regulatory standards. This engagement will be executed in accordance with CTTC's established seven-phase curriculum lifecycle.

2. Objectives

The following measurable objectives define the scope and expected outcomes of the FCEB SME engagement:

- Provide authoritative, hands-on technical expertise on Fuel Cell Electric Bus systems, including hydrogen fuel cell powertrains, high-voltage safety systems, hydrogen storage and fueling infrastructure, diagnostics, maintenance procedures, and applicable safety and regulatory standards.
- Support the design and development of six (6) FCEB training courses that are technically accurate, operationally relevant, and aligned to the needs of California's transit workforce.
- Chair and facilitate the FCEB Task Force, comprised of transit agency subject matter experts, operational stakeholders, and relevant industry representatives, throughout the duration of the engagement.
- Synthesize Task Force technical feedback into clear, actionable course content recommendations that can be directly incorporated by CTTC's Course Development team.

- Collaborate actively with CTTC's designated Course Developer across all applicable phases of the seven-phase curriculum lifecycle, serving as the primary technical point of contact for course content questions and decisions.
- Review and provide written approval of all draft and final course materials — including learning objectives, lesson plans, instructional content, and assessments — to confirm technical accuracy and instructional adequacy.
- Ensure that all course content meets applicable safety standards, regulatory requirements, and recognized industry best practices governing hydrogen fuel cell systems and zero-emission vehicle operations.
- Complete the formal technical sign-off process for each of the six (6) courses upon successful completion, certifying that each course is ready for implementation and delivery to the transit workforce.

3. Scope of Responsibilities

The FCEB SME shall perform the following responsibilities throughout the term of this engagement. Responsibilities are organized by functional area and apply to all six (6) FCEB training courses unless otherwise specified, excluding 3.1 and 3.8 which are tasks associated with setting up and closing the project.

3.1 Preliminary Project Setup Tasks

The Fuel Cell Electric Bus (FCEB) Subject Matter Expert (SME) shall perform the following preliminary tasks to establish a complete understanding of the project environment, prepare the development workflow, and support CTTC in launching the curriculum development effort for the six FCEB courses. These tasks occur prior to Phase 1 (Kickoff) of the CTTC Seven-Phase Curriculum Development Lifecycle and are foundational to the successful execution of all subsequent phases.

- **Review Preliminary Research on California FCEB Inventory:** The SME shall review the preliminary research on Fuel Cell Electric Bus inventory across the

State of California, including fleet size, manufacturers, propulsion system configurations, maintenance practices, and deployment maturity. The SME shall use this and future research to identify statewide trends, operational challenges, and technology variations relevant to curriculum development.

- **Perform Agency-Specific Inventory Interviews:** The SME shall meet with and interview representatives from the two sponsoring transit agencies to develop a detailed understanding of each agency's FCEB fleet inventory, maintenance capabilities, training gaps, operational constraints, and technology platforms. The SME shall synthesize this information into a comparative summary to inform course content and ensure alignment with agency needs.
- **Review and Understand the Project Plan:** The SME shall review the full CTTC project plan, including the development timeline, milestones, deliverables, task force structure, and the seven-phase curriculum development lifecycle. The SME shall demonstrate a clear understanding of the project's scope, expectations, and interdependencies, and be prepared to advise CTTC on technical considerations affecting schedule or deliverable quality.
- **Participate in Preliminary Task Force Meeting:** The SME shall participate in an initial FCEB Task Force meeting to establish working norms, confirm roles and responsibilities, review preliminary research findings, and validate the project plan with task force members. The SME shall support CTTC in setting expectations for feedback cycles, technical review checkpoints, and communication protocols.
- **Assist with Issuance and Processing of the Course Development RFP:** The SME shall assist CTTC in the development, issuance, and processing of the Request for Proposals (RFP) for the FCEB Course Developer. Responsibilities include reviewing technical sections of the RFP for accuracy, advising on evaluation criteria related to FCEB expertise, participating in proposal review sessions, and providing technical recommendations to CTTC regarding vendor selection.

3.2 Task Force Leadership

The FCEB SME shall serve as Chair of the CTTC FCEB Task Force, providing facilitative and technical leadership to ensure productive, inclusive, and outcome-focused meetings.

Specific responsibilities include:

- Chair all FCEB Task Force meetings, whether conducted virtually via video conference or in-person as required by CTTC project management.
- Prepare and distribute meeting agendas in advance of each Task Force session; facilitate structured, focused discussions aligned to meeting objectives.
- Coordinate with CTTC staff to schedule and logistically organize all Task Force sessions, including room reservations, virtual platform links, and participant communications.
- CTTC will provide administrative support to attend and document outcomes, decisions, and action items from each Task Force meeting. SME will review and approve and distribute to all participants and CTTC staff within five (5) business days of each session
- Ensure broad stakeholder representation and promote inclusive participation from all Task Force members, including transit agency technical staff, safety officers, operations personnel, and other relevant parties.

3.3 Technical Content Development Support

The FCEB SME shall provide subject matter input across all applicable phases of CTTC's seven-phase curriculum lifecycle for each of the six (6) FCEB training courses. The SME's involvement at each phase is described below:

Phase	Phase Name	SME Responsibilities
1	Kickoff	Contribute to scope definition; confirm course titles, target audiences, and high-level content parameters; assist in development of project schedules for each course.

Phase	Phase Name	SME Responsibilities
2	First Draft of Materials	Review all draft instructional materials — including lesson plans, participant guides, facilitator guides, visual aids, and assessments — for technical accuracy, completeness, and operational relevance.
3	Alpha Delivery	Attend Alpha delivery with task force and provide a written review memoranda with a summary of task force feedback and any specific revision recommendations
4	Beta Delivery	Assist staff in soliciting attendees; provide a method of collecting any feedback for course developer contractor. Review beta feedback and recommend content revisions as necessary.
5	Finalize Materials	Review materials and identify areas where technical content may require revision or enhancement.
6	Train-the-Trainer	Attend TTT and provide any feedback to course developer contractor via a memo.
7	Course Delivery	Ensure course curriculum includes all task force updates prior to delivery. Review student evaluations and determine if any additional work is needed on course.

In addition to phase-specific responsibilities, the FCEB SME shall:

- Review draft course outlines, learning objectives, lesson plans, assessments, and all instructional materials for technical accuracy prior to finalization.
- Identify gaps in technical content coverage and recommend additions, corrections, or revisions in writing.
- Ensure all technical content is current, operationally accurate, and reflective of prevailing OEM guidance and industry standards.

3.4 FCEB Course Development Summary

The SME shall act as the *content anchor* for the entire curriculum development process — the person who ensures every decision stays true to the **subject matter**, the **format**, the **duration**, and the **audience** the course is intended for. The SME protects the technical accuracy, relevance, and instructional alignment of the course so the developer never drifts away from what learners actually need to know.

The table below summarizes the eight (8) FCEB coursework and includes the course delivery format, estimated duration, and target audience. Note: the duration is estimated and can be negotiated with the task force. The first course Hydrogen Fueling Safety has been completed and is available to its CTTC membership.

The next six (6) courses (course 2-4 – highlighted in blue) are to be developed under a contract that is currently on the street, following the CTTC course development SOP. The final course (#8) is a course designed in the future and is only referenced to ensure no overlay of course material.

No.	FCEB Course Title	Delivery Format	Duration	Target Audience
1	Hydrogen Fueling Safety – Fully Developed – NOT in Scope.	Online (Asynchronous)	4 hours	Technicians, Operators, Supervisors
2	Hydrogen Fundamentals	Online (Asynchronous)	2–4 hours	Technicians, Operators, Supervisors
3	FCEB Maintenance Overview	Online (Asynchronous)	2–4 hours	Maintenance Technicians, Fleet Managers
4	FCEB Corrective Maintenance	In-Person (Instructor-Led)	8 hours (1 day)	Journey-Level Technicians
5	Operating Fuel Cell Buses	In-Person (Instructor-Led)	8 hours (1 day)	Bus Operators, Supervisors
6	Piping & Instrumentation Diagrams (P&ID)	Online (Asynchronous)	2–4 hours	Technicians, Engineers, Safety Officers
7	FCEB Preventative Maintenance	In-Person (Instructor-Led)	8 hours (1 day)	Maintenance Technicians
8	Advanced FCEB Systems Integration – Future Course – NOT in Scope	Online or In-Person (TBD)	2–8 hours	Advanced Technicians, Lead Mechanics

3.5 Stakeholder Feedback Synthesis

The FCEB SME shall serve as the primary synthesizer of technical input gathered through Task Force activities, translating stakeholder perspectives into clear, actionable guidance for CTTC's Course Development team. Specific responsibilities include:

- Collect, consolidate, and synthesize technical feedback and recommendations provided by Task Force members throughout the curriculum development process.

- Identify and adjudicate conflicting feedback; prioritize recommendations based on technical merit, safety implications, and alignment with course objectives; present reasoned dispositions to the CTTC Course Development team.
- Prepare written Feedback Synthesis Reports for each course summarizing all Task Force input received and the SME's recommended disposition of each item (accepted, accepted with modification, deferred, or rejected with rationale).
- Maintain a comprehensive feedback log documenting all comments received, their source, and their final disposition.

3.6 Collaboration with Course Developer

The FCEB SME shall work in close, ongoing partnership with CTTC's assigned Course Developer to ensure seamless integration of technical expertise throughout the curriculum development process. Specific responsibilities include:

- Serve as the primary technical point of contact for CTTC's designated Course Developer for all content-related questions, decisions, and reviews.
- Participate in scheduled project check-in meetings at a minimum bi-weekly cadence throughout the engagement, or more frequently as required during active development phases.
- Respond to technical queries and requests for information from the Course Developer within three (3) business days of receipt.
- Co-review all draft instructional materials with the Course Developer prior to distribution to Task Force members or other external stakeholders.
- Participate in internal review cycles and provide written feedback using CTTC's established review and annotation processes.

3.7 Final Course Approval

The FCEB SME shall hold final technical authority over the accuracy and adequacy of all six (6) completed FCEB training courses. Specific responsibilities include:

- Provide formal written approval (sign-off) for each of the six (6) FCEB courses upon completion, certifying that all course content is technically accurate, complete, current, and appropriate for delivery to the target workforce audience.
- Identify and formally document any unresolved technical issues, content gaps, or open items prior to providing final sign-off; escalate unresolved issues to the CTTC Project Manager for disposition.
- Confirm that all approved materials are consistent with applicable safety standards, regulatory requirements, and OEM guidance in effect at the time of course completion.

3.8 Final Project Report

The FCEB SME shall prepare a comprehensive written report summarizing all activities performed during the engagement, including preliminary research, agency interviews, task force participation, curriculum guidance, technical reviews, and all other responsibilities outlined in this Scope of Work. The report shall document key outcomes achieved, major decisions supported, and technical insights gained throughout the project. It shall also include lessons learned, recommended improvements to future FCEB curriculum updates, anticipated maintenance cycles, and identification of emerging content needs based on evolving fuel cell technologies, fleet trends, and industry best practices.

4. Deliverables

The following deliverables are required of the FCEB SME over the course of this engagement. All deliverables shall be submitted to the CTTC Project Manager in editable electronic format unless otherwise specified.

#	Deliverable Name	Description	Due Date / Milestone
D-01	FCEB Research	A written report summarizing statewide FCEB inventory findings, including agency details of agency inventory and identified training gaps.	Month 1
D-02	Project Plan Review Memo	A written memo confirming the SME's understanding of the CTTC project plan, including key risks, dependencies, and technical considerations that may affect schedule or deliverable quality.	Month 1
D-03	Task Force Charter & Roster	Review and amend the FCEB Task Force charter (created by FCEB PM), including purpose, roles, meeting cadence, decision-making processes, and confirmed member roster with agency affiliations.	Month 1
D-04	RFP Technical Review Recommendations	A written set of recommendations addressing the technical accuracy of the RFP, proposed evaluation criteria, and any SME-provided guidance to support CTTC's vendor selection process.	Month 1
D-05	Task Force Meeting Summaries <i>(per meeting, all courses)</i>	Amend and approve written meeting summary for each Task Force session, including attendance, agenda items covered, decisions made, and action items with responsible parties and due dates. An Administrative Aide will assist in drafting all minutes.	Within 5 business days of each meeting; ongoing throughout engagement
D-06	Technical Content Review Memoranda <i>(per course)</i>	Written memorandum documenting the SME's review findings for each course development cycle, including identification of technical inaccuracies, content gaps, and specific recommended revisions.	Per course development cycle; as scheduled with CTTC Course Developer
D-07	Feedback Synthesis Reports <i>(per course)</i>	Consolidated written report summarizing all Task Force technical feedback received for each course, with the SME's recommended disposition of each item and supporting rationale.	Per course; following Task Force review sessions
D-08	Monthly Status Updates	Brief written status update submitted to the CTTC Project Manager summarizing activities completed during the period, planned activities for the upcoming period, and any issues, risks, or decisions requiring CTTC attention.	Monthly throughout the engagement period
D-09	Final Course Approval Sign-Off <i>(x6, one per course)</i>	Formal written approval document for each of the six (6) FCEB courses, signed by the SME, certifying that the completed course materials are technically accurate, complete, and appropriate for workforce	Upon completion of each course; per project schedule

#	Deliverable Name	Description	Due Date / Milestone
		delivery. Any unresolved items must be documented prior to sign-off.	
D-10	Engagement Closeout Report	Comprehensive written report summarizing all SME activities performed during the engagement, key outcomes achieved, lessons learned, and recommendations for future FCEB curriculum updates, maintenance cycles, and emerging content needs.	End of contract (Month 16)

5. Project Timeline

The following high-level timeline reflects the planned schedule for the FCEB SME engagement across all six (6) training courses. The engagement is anticipated to span approximately sixteen to eighteen (16-18) months from the date of contract execution.

Phase	Phase Name	Period	Key Activities
1	Engagement Initiation	Month 1	Project kickoff meeting; Task Force formation; Task Force Charter and Roster development; establishment of project schedule, communication protocols, and meeting cadence.
2	Course 1 & 2 Development Support	Months 2–5	Planning through Development phases (Phases 1–4) for Courses 1 and 2; Task Force sessions; needs analysis support; design and content reviews; Feedback Synthesis Reports; Technical Content Review Memoranda.
3	Course 3 & 4 Development Support	Months 4–9	Planning through Development phases (Phases 1–4) for Courses 3 and 4; ongoing Task Force facilitation; continued collaboration with Course Developer; content reviews and feedback synthesis for Courses 3 and 4.
4	Course 5 & 6 Development Support	Months 9–14	Planning through Development phases (Phases 1–4) for Courses 5 and 6; Task Force facilitation; content reviews and feedback synthesis for Courses 5 and 6; concurrent support for Implementation phase activities for Courses 1–4 as applicable.
5	Evaluation & Final Approvals	Months 14–16	Support pilot delivery activities for all applicable courses; review post-pilot feedback and recommend final

Phase	Phase Name	Period	Key Activities
			revisions; conduct final technical reviews; issue formal written sign-off approval for all six (6) completed courses.
6	Engagement Closeout	Month 17-18	Prepare and submit Engagement Closeout Report; participate in closeout debrief with CTTC project team; facilitate knowledge transfer; document lessons learned and recommendations for future FCEB curriculum updates.

High Level Project Plan for FCEB Course Development

FCEB Course Development Plan	Start	End
Phase 1 FCEB Project Setup	7/15/2026	8/15/2026
FCEB Course 2 Develop & Deliver	8/15/2026	12/16/2026
FCEB Course 3 Develop & Deliver	11/1/2026	1/30/2027
FCEB Course 4 Develop & Deliver	1/15/2026	4/15/2026
FCEB Course 5 Develop & Deliver	3/1/2027	5/31/2027
FCEB Course 6 Develop & Deliver	5/1/2027	7/31/2027
FCEB Course 7 Develop	7/1/2027	10/1/2027
FCEB Deliver Final Course	10/1/2027	11/1/2027
Project Closeout	11/1/2027	12/31/2027

NOTE:

The timeline above is subject to adjustment based on the CTTC master project schedule, transit agency availability, pilot delivery scheduling, and other factors outside the control of the parties. Actual calendar start and end dates shall be inserted upon contract execution. Any proposed changes to the timeline shall be communicated in writing to the CTTC Project Manager for review and approval.

6. Qualifications

6.1 Required Qualifications

Candidates must demonstrate all of the following minimum qualifications to be considered for this engagement:

- **Experience:** A minimum of five (5) years of experience working with Fuel Cell Electric Bus systems, or hydrogen fuel cell technology, or closely related zero-emission vehicle (ZEV) technology in a professional or operational context.
- **Technical Knowledge:** Demonstrated knowledge of FCEB systems and related technologies, including but not limited to:
 - Hydrogen fuel cell powertrains and propulsion systems
 - High-voltage electrical systems and associated safety protocols
 - Hydrogen storage systems and fueling infrastructure
 - FCEB or Station diagnostics, troubleshooting, and maintenance procedures
- **Committee and Facilitation Experience:** Demonstrated experience facilitating or actively participating in technical committees, task forces, working groups, standards-setting bodies, or similar multi-stakeholder technical forums.
- **Communication Skills:** Excellent written and oral communication skills; demonstrated ability to translate complex technical concepts and operational information for varied training audiences, including maintenance technicians, vehicle operators, supervisors, and safety personnel with differing levels of technical background.
- **Instructional Review Capability:** Demonstrated ability to review instructional content and training materials — including lesson plans, learning objectives, and assessments — and provide specific, technically grounded, actionable written feedback.

- **Curriculum Standards Expertise:** Demonstrated ability to design, review, and validate college-level curriculum that aligns with industry competencies, academic student learning outcomes, and recognized instructional design standards. Must show experience interpreting and applying community college curriculum requirements (including measurable learning objectives, contact hours, assessment methods, scaffolding, and accessibility expectations) and ensuring course content remains accurate, instructionally sound, and appropriate for the target audience.

6.2 Preferred Qualifications

The following qualifications are preferred and will be considered advantageous during the candidate evaluation process:

- Prior experience working directly with California transit agencies, transit authority technical staff, or within the California transit training and workforce development ecosystem.
- Familiarity with adult learning principles, instructional design methodologies, or formal curriculum development processes such as ADDIE or similar systematic approaches.
- Prior experience serving as a technical subject matter expert for workforce development programs, apprenticeship programs, or vocational training initiatives.
- Applicable safety standards and regulatory requirements, including NFPA 2 (Hydrogen Technologies Code), SAE J2578, California Air Resources Board (CARB) regulations, and relevant federal and state safety requirements
- Current professional certifications relevant to hydrogen systems, fuel cell technology, or zero-emission vehicles, including but not limited to:
 - Alternative Fuels Systems Association (AFSA) certification
 - ASE Certification (Medium/Heavy Truck, Electrical/Electronic Systems, or related)

- OEM-issued FCEB or hydrogen systems certifications (e.g., New Flyer, Toyota, Ballard, or equivalent)
 - Other recognized certifications in hydrogen safety or zero-emission vehicle technology
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7. Reporting Requirements

The following reporting obligations apply to the FCEB SME throughout the term of this engagement:

- **Supervisory Reporting:** The FCEB SME shall report directly to the CTTC Project Manager assigned to the FCEB curriculum development project for all matters related to this engagement, including work performance, deliverable submissions, schedule adherence, and issue escalation.
- **Monthly Status Updates:** The SME shall submit brief written status updates to the CTTC Project Manager via email on a monthly basis. Each update shall summarize: (a) activities completed during the reporting period; (b) activities planned for the upcoming reporting period; and (c) any issues, risks, or matters requiring CTTC attention or decision.
- **Meeting Participation:** The SME shall attend and actively participate in all scheduled FCEB Task Force meetings and CTTC project team check-in meetings. Where in-person attendance is required, the SME shall make reasonable efforts to be physically present; virtual attendance may be authorized by the CTTC Project Manager.
- **Advance Notice of Delays:** Any anticipated delay in meeting a deliverable deadline, completing a scheduled activity, or fulfilling a reporting obligation must be reported to the CTTC Project Manager in writing at least five (5) business days in advance of the affected due date. The SME shall include a proposed revised timeline and a brief explanation of the cause of the anticipated delay.

- **Deliverable Submission Format:** All written deliverables shall be submitted in editable electronic format (Microsoft Word .docx, Microsoft Excel .xlsx, or Microsoft PowerPoint .pptx, as appropriate to the deliverable type) to the CTTC Project Manager via the designated project communication channel or document management system.
 - **Records Retention:** The SME shall maintain accurate records of all work performed, communications, and deliverables produced under this engagement and shall make such records available to CTTC upon request.
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8. Compensation

Engagement Type: Independent Contractor / Consulting Agreement

Compensation Structure: Hourly rate or fixed-price per deliverable, to be negotiated and agreed upon prior to or upon contract execution.

Estimated Duration: Approximately sixteen (16) to eighteen (18) months from the date of contract execution.

Estimated Level of Effort: *[XX] hours* over the engagement period (to be confirmed upon project schedule finalization). Please provide an estimate of hours per task, per course development (i.e. task 3.2 [xx] hours + task 3.3 [xx] hours etc....= total hrs * 6 courses).

Travel: Reasonable and pre-approved travel expenses shall be reimbursed in accordance with CTTC's current travel reimbursement policy. Mileage for authorized travel shall be reimbursed at the current IRS standard mileage rate in effect at the time of travel. All travel must receive prior written authorization from the CTTC Project Manager before costs are incurred.

Payment Terms: Net-30 upon receipt of a properly submitted invoice and written acceptance of the associated deliverables by the CTTC Project Manager.

The following table provides a summary of estimated compensation components. Rates and totals are subject to negotiation and shall be finalized upon contract execution.

Item	Basis	Est. Hours / Units	Rate	Estimated Total
SME Professional Services — Preliminary Project Setup 3.1		<i>[XX] hrs</i>	<i>[Hrly Rate]</i>	<i>[Calculated]</i>
Task Force Facilitation (Chair, Reports, Memos, Sign-Off Documents) 3.2-3.7	Estimate hrs per task * 6 courses	<i>[XX] hrs</i>	<i>[Hrly Rate]</i>	<i>[Calculated * 6 Courses]</i>
Engagement Summary (Report) 3.8		<i>[XX] hrs</i>	<i>[Hrly Rate]</i>	<i>[Calculated]</i>
Travel Expenses (Pre-Approved)	Actual Cost	As Incurred	Per CTTC Policy	<i>[To Be Negotiated]</i>
Total Estimated Contract Value	<i>[To Be Negotiated]</i>			

9. Terms & Conditions

The following terms and conditions govern this Scope of Work and the engagement of the FCEB SME by CTTC:

1. **Master Agreement:** This Scope of Work is incorporated into and subject to the terms and conditions of the Master Consulting Agreement executed between CTTC and the Contractor. In the event of any conflict between this SOW and the Master Agreement, the terms of the Master Agreement shall control unless expressly stated otherwise herein.
2. **Termination:** Either party may terminate this engagement, with or without cause, upon providing thirty (30) calendar days' prior written notice to the other party. Upon termination, the Contractor shall be compensated for all services satisfactorily performed and deliverables accepted through the effective date of termination, in accordance with the agreed compensation structure.
3. **Intellectual Property:** All work products, deliverables, instructional materials, reports, and other intellectual property created or developed by the Contractor in

connection with this engagement shall be considered works made for hire and shall be the sole and exclusive property of the California Transit Training Consortium (CTTC) upon creation. The Contractor shall execute any documents necessary to confirm CTTC's ownership of such materials.

4. **Confidentiality:** The Contractor shall hold in strict confidence all proprietary, sensitive, and non-public information belonging to CTTC, its member agencies, Task Force participants, and other stakeholders that is accessed, received, or developed during this engagement. The Contractor shall not disclose any such information to any third party without the prior express written consent of CTTC, and shall use such information solely for the purposes of performing services under this engagement.
5. **No Subcontracting:** The Contractor shall not subcontract, delegate, or assign any portion of the services described in this Scope of Work to any third party without the prior express written approval of CTTC. Any approved subcontractor shall be subject to the same terms and conditions applicable to the Contractor under this engagement.
6. **Independent Contractor Status:** The Contractor is engaged as an independent contractor and shall not be considered an employee, agent, or representative of CTTC for any purpose. The Contractor shall be solely responsible for all applicable federal, state, and local taxes, insurance, and benefits associated with the Contractor's compensation under this engagement.

10. Authorization / Signatures

The undersigned parties, each having authority to bind their respective organizations, hereby agree to the terms and conditions set forth in this Scope of Work as of the date last signed below.

CTTC Authorized Representative

Signature	Date

Printed Name	Title

Contractor / FCEB Subject Matter Expert

Signature	Date

Printed Name	Title	Company / Organization

CTTC Project Manager

Signature	Date

Printed Name	Title