

# SM 101 EXPRESS LANES PROJECT

## Policy/Program Manager Recruitment



## REQUEST FOR QUALIFICATIONS AND PROPOSALS FOR

## POLICY/PROGRAM MANAGEMENT SERVICES SAN MATEO COUNTY US 101 EXPRESS LANES

The newly formed San Mateo County Express Lanes Joint Powers Authority (JPA) is seeking an individual, or firm, to act as Policy/Program Manager (PPM) for the San Mateo County US 101 Express Lane Implementation.

### **Project Background:**

The San Mateo County US 101 Express Lanes Project is a multi-agency project initiated to reduce traffic congestion and encourage carpooling and transit use on US Highway 101 (US 101) in San Mateo County.

The project will address congestion and improve mobility on US 101 by creating 22 miles of express lanes from Interstate-380 (I-380), in San Bruno, to the San Mateo County/Santa Clara County border. It will incentivize the use of public transit, carpools, and other shared-ride options. The San Mateo County US 101 Express Lane Project will then seamlessly connect to the [express lanes](#)<sup>1</sup> being constructed in Santa Clara County.



<sup>1</sup> <http://www.vta.org/projects-and-programs/highway/silicon-valley-express-lanes>

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In San Mateo County, from Whipple Avenue to the I-380 interchange, this project converts some of the existing northbound and southbound auxiliary lanes into through-lanes by extending them through the interchanges and adding a toll system to the far-left lanes to make them express lanes. From the Santa Clara border to Whipple Avenue, the existing carpool lanes will be converted to express lanes. Together, this will create two 22-mile long express lanes in San Mateo County. Construction of this \$514 million project began in March 2019, with completion estimated by mid-2022, including the implementation and testing of the tolling system. Project funding comes from a variety of sources, including SB 1 funds, other state, and local funds.

The goals of the project are; to provide continuous traffic management in each direction from the terminus of the planned Santa Clara County express lanes to north of I-380 in San Mateo County, reduce congestion, encourage carpooling and transit use, improve travel time reliability, minimize degradation of the general purpose lanes, increase person throughput, and to apply technology to help manage traffic.

### **Background**

In December of 2018, both City/County Association of Governments (C/CAG) and San Mateo County Transportation Authority (TA) Boards, upon the recommendation of their respective staffs, formed a Joint Ad Hoc Committee (JAHC) to make owner and operator recommendations, including governance and staffing, for the San Mateo County US 101 Express Lanes (Express Lanes). Around the same time, the Bay Area Infrastructure Financing Authority (BAIFA) offered an option for C/CAG and TA to retain ownership of the Express Lanes by entering into an agreement with BAIFA to operate the Express Lanes, subject to the approval by the California Transportation Commission (CTC), per Assembly Bill AB 194 (Frazier), Chapter 687.

The JAHC met several times to develop the agreement for joint ownership and management of the Express Lanes and recommended to both the C/CAG and TA Boards, the formation of a Joint Powers Authority (JPA). The JAHC then continued developing the details of the JPA framework for C/CAG and the TA to be co-owners of the Express Lanes and ensure equality between C/CAG and TA. Both C/CAG and TA Boards approved a Joint Exercise of Powers Agreement (JEPA) which specified that an Executive Council (further discussed below) and an independent Policy/Program Manager (PPM) will provide policy and program advice to the JPA Board as well as develop and oversee the implementation of the policies.

The JPA will have an Executive Council that consists of the Executive Director of the San Mateo County Transportation Authority (TA) and the Executive Director of C/CAG. Each Executive Director may have one designee who will have full authority to act on behalf of the appointing Executive Director. The Executive Council may make recommendations to the JPA Board directly or coordinate with the PPM on joint recommendations to the JPA Board. The same is expected of the PPM. The Executive Council will also be responsible for negotiation of agreements with agencies to support the operations of the Express Lanes including, but not limited to, the following: BAIFA to provide overall operation of the express lanes; Bay Area Toll Authority (BATA) to provide Fastrak® services; Caltrans for road maintenance; and California Highway Patrol (CHP) for enforcement.

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## **Duties and Term of the Policy/Program Manager (PPM):**

The PPM is an independent, high-level manager whose primary task is to develop and oversee the implementation of the policies and programs of the JPA. The PPM shall report directly to the JPA Board and will work in collaboration with the Executive Council as well as other Express Lane JPA staff. The PPM is to provide project management services under an initial contract of two years, with an option to be extended upon satisfactory performance, of no more than four (4) one-year extensions. The PPM should be able to demonstrate a history of successful implementation, start-up, and operations, of transportation toll system projects or similar large-scale intelligent transportation systems projects. The PPM must become familiar with the JPA's procedures, presentation, and coordinating requirements necessary for the effective performance of these services and must provide sufficient staffing levels, both in numbers and appropriate personnel, to adequately address the scope, magnitude and number of assignments.

The main duties of the PPM include:

- Seek input from the Executive Council and others, develop, and make recommendations to the JPA Board on policies including, but not limited to; tolling principles, toll ordinance, toll discounts, equity, and net revenue expenditure priorities.
- Performs analyses and researches on proposed contract and operational changes, such as with BAIFA
- Collaborate with Bay Area Infrastructure Financing Authority (BAIFA) and make recommendations on toll system, and toll equipment maintenance and upgrades.
- Represent San Mateo County Express Lanes interests at regional and other express lanes forums, in collaboration with Executive Council.
- Collaborate with the Executive Council and all TA and C/CAG staff who provide service to the JPA on recommendations to the JPA Board, including but not limited to Toll Expenditure Plan and the JPA Budget.
- Implement and support the management of contracts and agreements for the JPA in collaboration with the Executive Council.
- Provide other support to the JPA Board as necessary.
- Participate in the negotiation of agreements and contract preparation with agencies to support the operations of the Express Lanes including, but not limited to:
  - BAIFA for the overall operation of the express lanes
  - Bay Area Toll Authority (BATA) for Fastrak® services
  - Caltrans for road maintenance
  - California Highway Patrol (CHP) for enforcement.

On a day-to-day basis, the PPM is expected to coordinate with any of the C/CAG, TA and County Counsel staff for the following functions:

- 1) C/CAG will provide the following staffing for the JPA:

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- Contracts & Procurement
- Procure, manage, and maintain all JPA contracts and agreements
- Manage consultant work scope, cost and schedule
- Review and approve invoices, and submit to TA for payments
- Maintain contracts between JPA and other entities
- Board Clerk and Support
  - Board support to the JPA, including agenda, notices, and records of meetings
  - Serve as the Board Clerk
  - Manage public records requests
  - Ensure Form 700s are completed and filed

These staff will report to the C/CAG Executive Director on day-to-day operations. Work performed by these staff on matters relating to the JPA will be approved by the Executive Council.

- 2) TA will be the Fiscal Agent for the JPA and will provide the following staffing:
  - Fiscal Agent and Finance
    - Budgeting and reporting
    - Accounting, including accounts payable and accounts receivables
    - Audits
    - Treasury
  - Marketing and Communications
    - Marketing use of the lanes
    - Promoting the broader benefits of the lanes
    - Media relations
    - Website creation and maintenance
    - Community relations (addressing community concerns about policies, operation of the lanes, etc.)

These staff will report to the TA Executive Director on day-to-day operations. Work performed by these staff on matters relating to the JPA will be approved by the Executive Council.

- 3) The JPA will contract with the San Mateo County Counsel's Office for legal support therefore, it is expected that the PPM will be working closely with the County Counsel for legal matters.

### **Scope of Work:**

The Near-Term Scope of Work for PPM may include, but are not limited to, the following:

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- 1) Develop policies as directed by the JPA Board
- 2) Provide information, prepare staff reports, presentations, etc. relative to Express Lane policies and programs for JPA Board and committee meetings.
- 3) Participate with the JPA Executive Council in negotiations with BAIFA on operating agreements
  - a) Participate in BAIFA negotiation with Transcore, etc.
  - b) Participate with the Project Design Team, Toll System Manager, and Toll System Integrator to ensure system design is consistent with project's Concept of Operations and System Engineering Management Plan.
  - c) Report to JPA Board and facilitate approval of JPA-BAIFA contract.
- 4) Public outreach: Participate with the TA and BAIFA outreach teams to:
  - a) Inform the general public regarding how the express lanes will work.
  - b) Maintain project public website.
- 5) Equity Study
  - a) Manage consultant contract.
  - b) Set up outreach process.
  - c) Ensure deliverable quality.
  - d) Review final report and present to JPA Board.

The Longer-Term Scope of Work for the PPM are anticipated to include, but are not limited to:

- 1) Continue to provide status information, prepare staff reports, and presentations, etc. for JPA Board and committee meetings.
- 2) Participate in record keepings for the JPA.
- 3) Draft JPA policies including, but not limited to, toll principles, toll policies, and toll ordinance for JPA approval. Perform researches and analyses for potential operational changes or policy amendments. Coordinate with the BAIFA Toll System Manager and BAIFA Toll System Integrator to ensure that policies do not have technical or regulatory barriers to implementation.
- 4) Oversee BAIFA operations and BAIFA contract in coordination with the Executive Council, or its designee.
  - a) Review and analyze toll reports from BAIFA.
  - b) Recommend changes based on adopted principles and policies.
- 5) Develop, manage, implement, and update as necessary, all contracts including:
  - a) BAIFA for on-going maintenance and upgrades.
  - b) BATA to collect toll.
  - c) Caltrans for maintenance.
  - d) CHP for enforcement.
  - e) Other agencies, as necessary.
- 6) Represent the JPA in the management, implementation, and update as necessary, of the funding agreements with TA and CCAG for "loans" payback.
- 7) Develop and implement an equity program, as approved by JPA. Coordinate with BAIFA Toll System Manager and BAIFA Toll System Integrator to ensure program implementations do not have technical or regulatory barriers.

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- 8) Coordinate with Executive Council in developing the annual budget including revenue projections for JPA approval
- 9) Coordinate with Executive Council in developing the Expenditure Plan for JPA approval
- 10) Be informed on the toll collection revenue system
- 11) Review revenue and expenditure related reports including, revenues and disbursements, as approved by the JPA Board.
- 12) Provide reports to CTC and other entities as required.
- 13) Advise JPA Board of tolling system industry trends and recommend changes according to best practices.

**Qualifications:**

- 1) Key personnel should have extensive knowledge and experience in managing toll operations and maintenance. The removal or substitution of key personnel from the project (key personnel as determined by the JPA), shall not be allowed without the expressed written consent of the JPA.
- 2) Knowledge and experience with reviewing and preparing contractual language and documents, budget and inventory reports, financial/operational/maintenance analyses, and formalized policies and procedures.
- 3) Able to assist in the development and tracking of complex projects/programs with multiple moving parts.
- 4) Able to develop the operating and maintenance budgets including, revenue forecasting.
- 5) Have experience in managing the performance of system manager and integration contractor.
- 6) Have knowledge of and ability to comply with Federal and State agreements, rules, and regulations related to highway operations and Express Lanes, including CFR 23.
- 7) Have knowledge of general roadway design specifications and ability to oversee and maintain toll road operations, roadway, equipment and toll collection systems maintenance.
- 8) Have the ability to make detailed analyses of data and information and make recommendations.
- 9) Have the ability to effectively manage multiple projects and competing priorities, simultaneously.
- 10) Have the skill and experience to manage contracts and contractors, including the development of Statements of Work, independent cost estimates, and related contracting activities.
- 11) Excellent communication skills, ability to speak and write, effectively.
- 12) Skill in using computers and modern office suite software, with emphasis on management, financial, operations and maintenance systems/software.
- 13) Extensive experience in operating and maintaining an automated toll collection system, including associated hardware and software systems.

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**Submittals:** Respondents should provide information on the following:

**Organization and Experience:**

- 1) Background and brief history - Provide proposed key staff resumes, clearly indicating experience, educational qualifications, professional affiliations, and the number of years with each employer.
- 2) The PPM must provide sufficient staffing levels, both in numbers and appropriately qualified personnel, to adequately address the scope, magnitude and number of assignments.
  - a) Describe your/ your team's understanding of the Express Lane Project and your approach to managing this type and magnitude of project.
  - b) Describe your/ your team's experience on relevant Express Lane Project or large scale tolling projects. Describe your/ your team's approach to managing toll projects/ programs, as well as working with committees and multiple user groups or stakeholders.
  - c) Describe your/ your team's experience managing transportation and/or traffic management/ operations programs or services. Be specific about where the experience was gained and specific job duties and responsibilities.
  - d) Describe your/ your team's experience presenting to community leaders, governmental and regulatory agencies, employees and/or other groups. What do you feel are key points to the success of addressing a diverse group of people?
  - e) Describe your/ your team's experience and provide examples of involvement with interagency coordination. Expand on any examples of negotiating and obtaining interagency or inter-jurisdictional agreements.
- 3) Provide detailed evidence of successful comparable projects and services involving policy development and management services for transportation tolling operations in a government-regulated environment.
- 4) Give examples that best demonstrates your ability to perform contract research and analysis and reports to executives that include your findings and recommendations to support, operational changes.
- 5) Describe your/ your team's experience working with other consultants. Specify the types of interaction you have had with those consultants.
- 6) Describe your current, as well as previous experience working with BAIFA, if any. Describe in detail the nature of the working relationship, the role you or your company played, start and end dates, reason for ending the working relationship. Provide the same information for any of the personnel proposed to be assigned to SMC Express Lanes, even if their interaction with BAIFA was from a previous company.
- 7) The PPM is responsible for the thorough understanding of the requirements pertaining to the services required.
- 8) The PPM must become familiar with the JPA's procedures, presentation, and coordinating requirements necessary for the effective performance of these services.
- 9) Attach proof of insurance certificates indicating liability insurance of a minimum of \$1,000,000

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for each of the following liabilities: comprehensive general, motor vehicle, professional and worker's compensation.

- 10) Indicate your/ your team's availability. Describe their roles and responsibilities and amount of time required.
- 11) The removal and/or substitution of key personnel from the project ("key personnel" as determined by the JPA), whether short term or long term, shall not be allowed without the expressed written consent of the JPA.

**Price Proposal:**

- 1) Provide hourly rates for the services described in this RFQ/ RFP. These rates will be considered in evaluating proposals and may form the basis of negotiations for a fee in an agreement, or be used for purposes of assessing monthly progress draws. Also, include rates for any support staff, if required.
- 2) Advise if the hourly fees will be charged for travel time between the Project Manager's office (or their personnel's home) and JPA.
- 3) Advise if daily travel (mileage) will be a reimbursable charge.
- 4) Fees should assume the following relative to projects and disbursements. Costs that are to be part of the quoted hourly rate and are not reimbursable include but are not limited to:
  - a. (Monthly) costs for cell phone service;
  - b. Respondent's home office costs for telephone service,
  - c. Internet service and the like, office rentals,
  - d. Office equipment, etc.
- 5) Reimbursable disbursements may include:
  - a. Only those other charges identified as reimbursable by the Respondent in the specific project proposal and accepted as reimbursable in advance by the JPA. No markup is applicable to any reimbursable disbursements.

Each submittal must include a clear and concise response to the items listed on the Organization and Experience and Price Proposal sections above. The combined responses to all items should not exceed ten (10) pages. A cover memo or letter and additional supporting material, included an appendix, will not count toward the ten-page limit. **The submittal must be received NO LATER THAN 4:00 p.m. on Friday, July 19, 2019.**

Submit ten (10) hard copies, plus one electronic copy on flash/thumb drive, of your completed Qualifications for the San Mateo County Express Lanes Policy/Project Management Services RFQ/RFP to:

Jean Higaki  
Program Director  
555 County Center, 5<sup>th</sup> Floor  
Redwood City, CA. 94063.



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## **Professional Liability Insurance:**

The Consultant and its Sub-consultant(s) shall each purchase and maintain a Professional Liability insurance policy for negligent acts, errors and omissions that provides minimum liability coverage of \$1,000,000 per claim and annual aggregate. The Consultant's policy shall cover negligent acts, errors or omissions by the Consultant and Sub-consultant(s) engaged by Consultant and other any person or entity for whom the Consultant is legally liable arising out of the rendition of services pursuant to the Contract. Each Sub-consultant's policy shall cover negligent acts, errors or emissions of the Sub-consultant. The Authority reserves the right to adjust liability coverage on a project-by-project basis as it deems appropriate.

## **Selection Process:**

A selection committee will evaluate proposals received. By responding to this RFQ/ RFP, respondents agree and acknowledge that the JPA has the sole right of decision as to award of an Agreement(s), or not, in this matter.

**The JPA reserves the right to disqualify any, and all, responses to this RFQ/RFP based on the accuracy of the information provided in the submittal, as well as potential conflict of interest.**

The JPA seeks the best combination of value and service. This information is provided for general guidance only, and the JPA reserves the unqualified right to modify or eliminate any aspect of this process at any time, without notice to Respondents.

The proposal evaluation will include but not be limited to the following criteria (listed in no particular order):

- Qualification of the Individual/Firm(s)
- Availability
- Comparable, demonstrated experience and success in providing toll policy development and management services for large toll operation projects, of a similar size and complexity to Express Lane Project.
- Experience developing toll policy and managing complex institutional programs under Federal and or State Departmental (Caltrans/ CTC/ State) regulations.
- On-Time & On-Budget performance on similar previously completed projects. Demonstrated ability to meet the JPA's budget and schedule for similarly complex and regulated projects.
- Compatibility with system engineers, design teams, project sponsors, and stakeholders. Previous successful work with the multiple stakeholder groups and demonstrated ability to develop and foster a team-based approach to policy development and implementation.
- Experience/ ability to negotiate and obtain interagency and/or inter-jurisdictional agreements.
- Clients and other references
- Cost of services, anticipating all tasks required in completing the proposed work.
- Clarity and organization of the proposal.

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- Interview.

**Questions:**

Direct all inquiries in writing, by facsimile or email, to Jean Higaki, C/CAG Program Director, (650) 599-1462, email [jhigaki@smcgov.org](mailto:jhigaki@smcgov.org), before 4:00p.m, on Wednesday, July 3, 2019.

**Interviews and Negotiations:**

A selection committee may meet with selected respondents. The granting of interviews shall be in the sole and unfettered discretion of JPA staff. If invited, only the personnel that make-up the project team are invited to the interview. Also, submission of a proposal does not assure an interview will be granted, nor shall the failure to grant an interview necessarily disqualify a respondent from further consideration. Respondents shall be responsible for all travel and related costs involved in attendance for an interview.

JPA may enter negotiations with one or more respondents, at the JPA's staff sole and unfettered discretion. JPA staff reserves the right to negotiate with more than one proponent concurrently or consecutively and to add to or delete from the submission any particular item or items required in the RFQ/ RFP.

If JPA and the selected respondents are unable to negotiate an agreement, the JPA may begin or continue negotiations with any other proponent, at any time. Negotiations may take place with selected respondents without the obligation to re-call submissions or provide an opportunity for other respondents to submit proposals based on the same changes. No proponent shall have any rights against JPA arising from such negotiations.

A clause shall be included in all contracts reserving the right to terminate the contract at any time at the JPA's sole discretion.

