



REQUEST FOR QUALIFICATIONS

On-Call Transportation Project Programming and Delivery Coordination Services

Date Released: Thursday, October 1, 2026

City/County Association of Governments of San Mateo County
555 County Center, 5th Floor, Redwood City, CA 94063

Closing Date/Time for Requests for Clarifications: Thursday, October 8, 2026,
4:00PM, PST

**Statements of Qualifications are due no later than 4:00PM, PST on Friday,
October 23, 2026**

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I. INTRODUCTION

The City/County Association of Governments of San Mateo County (C/CAG), a Joint Powers Agency comprised of each of the 20 cities and the County in San Mateo County, invites qualified consultants to submit Statements of Qualifications (SOQs) to provide on-call project coordination services associated with the programming and delivery of federal, state, and/or regionally funded transportation projects and programs. To be considered for this RFQ, Proposers must submit a SOQ in accordance with the requirements, specifications, and scope of work provided in this RFQ.

In accordance with federal and state funding cycles, and in accordance with Federal, State, Regional, and local policies, transportation related funds must be distributed and programmed to the local jurisdictions in San Mateo County. After programming, project sponsors must also be guided to deliver projects in accordance with state and regional regulations and deadlines. The selected Consultant will assist the C/CAG program manager with programming, tracking, and assisting local jurisdictions with the delivery of federally, state and/or regionally funded projects. Services will be provided at the request of C/CAG on an as-needed basis.

The SOQs submitted in response to this Request for Qualifications (RFQ) will be used as a basis for selecting the Consultant for these services. The Consultant's SOQ will be evaluated and ranked according to the criteria provided in Section V, Statement of Qualifications Evaluation, of this RFQ.

The RFQ documents for this project are available for download on the C/CAG website at <https://ccag.ca.gov/opportunities/rfpsrfqs/>. Proposers are responsible for checking the website for any Addenda to this RFQ. Responses should be submitted in accordance with the instructions set forth in the RFQ.

Interested firms must submit their SOQ by **4:00PM on Friday, October 23, 2026**, in accordance with the instructions contained in the RFQ. Questions regarding this SOQ must be submitted in writing by e-mail to the C/CAG Point of Contact no later than Thursday October 8, 2026, 4:00PM. Other key RFQ dates are listed below under "Tentative Schedule for Review Process."

C/CAG Point of Contact:
Jeff Lacap
555 County Center, 5th Floor
Redwood City, CA 94063
Phone: 650-599-1455
E-mail: jlacap@smcgov.org

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SOQs received after the time and date specified above will be considered nonresponsive and will not be evaluated. The receipt of each SOQ will be timestamped based on the C/CAG Point of Contact's computer. C/CAG is not responsible for submissions delayed for any reason.

Tentative Schedule for Review Process

Date	Description
Thursday, October 1, 2026	Release RFQ
Thursday, October 8, 2026 at 4:00PM	Question and Answer Deadline
Friday, October 23, 2026 at 4:00PM	SOQs Due
Week of November 2, 2026	Consultant Interviews (if held)
Week of November 16, 2026	Consultant Selection
Thursday, December 10, 2026	C/CAG Board approval
Week of December 14, 2026	Notice to Proceed and Project Kick-off

Period of Performance and Budget

The contract resulting from this RFQ is anticipated to begin in December 2026, for a term of four (4) years. Any change to the contract term, scope of work, or not-to-exceed amount will require a written contract amendment. The Consultant will be paid on an actual cost-plus-fixed-fee basis under annual task orders issued for each fiscal year (or portion of a fiscal year) within the contract term, subject to the terms and conditions negotiated in the final contract. The total contract amount shall not exceed \$600,000. Funding for each fiscal year after the first is subject to approval of C/CAG's annual budget.

The Consultant's services are funded under a funding agreement between C/CAG and the Metropolitan Transportation Commission (MTC). Any contract entered into as a result of this RFQ will be funded, in whole or in part, with federal funds administered by the California Department of Transportation (Caltrans). Accordingly, the federal requirements shall apply to this procurement. The Consultant is required to follow all pertinent local, state, and federal laws and regulations.

II. PROJECT DESCRIPTION AND BACKGROUND

The City/County Association of Governments of San Mateo County (C/CAG) is a joint powers agency composed of the County of San Mateo and all twenty incorporated cities and towns in the county. As the county's designated congestion management agency, C/CAG is responsible for countywide transportation planning and administering state and federal funds for transportation in San Mateo County.

In accordance with federal and state funding cycles, and in accordance with Federal, State, Regional, and local policies, transportation related funds must be distributed and programmed to the local jurisdictions in San Mateo County. After programming, project sponsors must also be

guided to deliver projects in accordance with state and regional regulations and deadlines. The work to be done under this contract will assist the C/CAG program manager with the project selection process, programming, tracking, and assisting local jurisdictions with the delivery of federally, state, and regionally funded projects. Tasks related to the pursuit of project and program funds may also be included.

The purpose of this RFQ is to solicit SOQs, select a consultant, and award a contract to provide on-call project coordination services associated with the programming and delivery of federal, state, and/or regionally funded projects and programs. The services are to be provided at the request of C/CAG on an as-needed basis. The detailed scope of services is provided in Appendix A, Scope of Work.

III. MINIMUM QUALIFICATIONS OF PERSONNEL

SOQs must demonstrate that the firm or team submitting the SOQ (“Proposer”) meets the following Minimum Qualifications to be eligible for consideration for this project.

- Proposer must demonstrate to C/CAG’s satisfaction that the proposed Project Manager or at least one key staff member assigned to this project has at least five (5) years of experience working on the delivery of federal-aid and/or state funded transportation projects through the Caltrans Local Assistance process.
- Proposer shall also demonstrate their programming experience at the MTC, Caltrans and CTC level.

Desired Experience and Skills

In addition to the Minimum Qualifications, C/CAG is seeking a Consultant team with the following experience and skills:

- Experience with Bay Area local federal-aid projects, state, and/or regionally funded projects.
- Understanding of the Caltrans Capital Outlay Support (COS) project delivery process.
- Experience using the MTC Fund Management System (FMS) or a similar database system.
- Strong written, verbal, and interpersonal communication skills, including with project sponsors, programming staff, and elected officials.
- Ability to work collaboratively as part of a team.
- Excellent organizational and planning skills.
- Ability to work independently with minimal supervision.
- Full and detailed understanding of the Caltrans Local Assistance process, including the Local Assistance Procedures Manual (LAPM) and Local Assistance Program Guidelines (LAPG).

- Full and detailed understanding of MTC's role in policy development and its programming process.
- Full and detailed understanding of the CTC programming and allocation process.
- Understanding of Federal Title VI requirements.
- Ability to travel within the county and the region.

IV. STATEMENT OF QUALIFICATIONS REQUIREMENTS

These guidelines are provided for standardizing the preparation and submission of SOQs by all Consultants. The intent of these guidelines is to assist Consultants in preparation of their SOQs, to simplify the review process, and to help assure consistency in format and content.

Submittal Requirements

Consultants must submit one (1) electronic copy of the SOQ via email to the C/CAG Point of Contact at jlacap@smcgov.org. Each page shall be 8.5" x 11" with a minimum 12-point font and at least 1" margins. Each page shall be sequentially numbered, and a table of contents shall be provided. Each submittal shall be no more than twenty (20) pages, excluding cover letter, title page, table of contents, resumes of key staff members, references (Item 8.d), and the forms required under Items 12 through 15. The Cost Proposal shall be submitted as a separate electronic file (see Item 7, Cost Proposal).

Any SOQ received prior to the time and date specified above may be withdrawn or modified by written request of the Consultant. To be considered, however, the modified SOQ must be received no later than 4:00PM, Friday, October 23, 2026.

Unsigned SOQs or SOQs signed by an individual not authorized to bind the prospective Consultant will be considered nonresponsive and rejected.

General Conditions

- Only one SOQ will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response.
- C/CAG reserves the right to accept or reject all SOQs submitted, waive minor irregularities, request additional information, or revisions to offers, and negotiate with any or all Proposers.
- This RFQ does not commit C/CAG to award a contract, to pay any costs incurred in the preparation of a SOQ for this request, or to procure or contract for services. C/CAG reserves the right to accept or reject any or all SOQs received because of this request, to negotiate with any qualified Consultant, or to modify or cancel in part or in its entirety the RFQ if it is in the best interests of C/CAG to do so. Furthermore, a contract award may not be made based solely on price.
- The prospective Consultant is advised that should this RFQ result in recommendation for award of a contract, the contract will not be in force until it is approved and fully executed by C/CAG.
- If the selected Proposer fails to enter into a contract with C/CAG in a timely manner as determined by C/CAG, C/CAG reserves the right to reject the SOQ and enter into a

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contract with the next highest scoring Proposer.

- The work shall comply with the requirements of all federal, state, and local laws without limitation, and shall apply to this RFQ and any subsequent contract as though incorporated herein by reference.
- The Consultant shall comply with all insurance requirements of C/CAG included in the sample agreement in Attachment 2, Sample Agreement Template.

Each submittal must include the following information:

1. Introductory Letter

Provide a letter describing the consultant's interest and commitment to the proposed project.

The introductory (or transmittal) letter shall be addressed to:

Mr. Jeff Lacap
City/County Association of Governments of San Mateo County (C/CAG)
555 County Center, 5th Floor
Redwood City, CA 94063

The letter shall be on Consultant letterhead and include the name, title, address, phone number, and email address of the individual to whom correspondence and other contacts should be directed during the selection process. The letter will address the Consultant's understanding of the services being requested and any other pertinent information the Consultant believes should be included. The letter must be signed by an official authorized to solicit business and enter into contracts for the firm. Indicate whether there are any conflicts of interest, actual or apparent, that would limit the Proposer's ability to provide the requested services and describe the plan for mitigating such conflicts. Acknowledge the receipt of this RFQ and any Addendum to the RFQ. Indicate that the SOQ and Cost Proposal is a firm offer to enter into a contract to perform work related to this RFQ for a period of 120 days from the due date for SOQs.

2. Title Page

SOQs must include a title page that includes the RFQ subject, the name of the Proposer's firm, local address, telephone number, name of contact person, contact person's email address, and the date.

3. Table of Contents

SOQs must include a table of contents that includes a clear identification of the material by section and page number.

4. Overview/Executive Summary including Project Understanding

Provide a summary of the qualifications and benefits of selecting the company to perform the requested services. This section should briefly present the Consultant's understanding of the purpose and function of the On-Call Transportation Project Programming and Delivery Coordination Services, including grant administration, as well as the general approach to the

services described in Appendix A, Scope of Work. It should include, but not be limited to, the following:

- a. A discussion of the purpose of the on-call services.
- b. A summary of the proposed approach.
- c. The assumptions made in selecting the approach.

5. Work Plan/Scope of Work Statement

This section should present a work plan for the tasks described in Appendix A, Scope of Work. The proposed work plan should:

- a) Discuss how the Proposer will conduct the identified tasks and identify typical deliverables. The SOQ should discuss the tasks in sufficient detail to demonstrate a clear understanding of the services and component tasks. The SOQ may include additional tasks or sub-tasks the Proposer believes necessary to accomplish the program goals. Discuss any experience with innovative approaches or advanced techniques related to the proposed services.
- b) Provide a staffing plan for each task. Provide an organizational chart that identifies the Project Manager and key staff assigned to the project, their roles and responsibilities, and the reporting structure, including reporting and communication relationships between C/CAG, project sponsors, Consultant staff, and subconsultants, if any. The Project Manager will provide a single point of contact for the management and coordination of all aspects of the work.
- c) Describe the Consultant's approach to project management, including communications and coordination with C/CAG and project sponsors. Describe how management of any subconsultants will be handled, their specific responsibilities, and how their work will be supervised to maintain quality results.
- d) Describe budgetary controls to avoid exceeding resources allocated for specific projects and task orders. Identify and explain any problem areas and/or potential obstacles to successful completion of the Scope of Work, and the methods you will use to track and resolve them.

6. Availability and Responsiveness

Describe the availability of the Project Manager and key staff over the four (4) year contract term and the Proposer's ability to respond to C/CAG requests under each annual task order, including typical response time and the ability to meet regional, state, and federal programming and delivery deadlines.

7. Cost Proposal

Provide a cost proposal that provides the hourly rates, overhead rates, and classifications of staff assigned to the project as well as information on other direct costs. In order to assure that C/CAG is able to acquire professional services based on the criteria set forth in the Brooks Act

and Government Code 4526, the proposal shall include a cost proposal for each service of the proposal. Proposing Consultants will be required to submit certified payroll records, as required.

The Cost Proposal shall be submitted as a separate electronic file from the SOQ. The cost proposal is confidential and will be opened after all SOQ have been reviewed and the most qualified Consultant has been selected. Cost proposals shall be submitted in a format as included in Attachment 1, Cost Proposal Template. C/CAG reserves the right to decline to enter into a contract with a Proposer whose rates are unreasonable at C/CAG's sole discretion.

8. Consultant Information, Qualifications & Experience

- a) Staff Qualifications and Experience. Provide a brief summary of the relevant qualifications and experience of the staff assigned to the project, including subconsultant personnel. In an appendix, provide resumes for all key team members. Any substitution of the Project Manager and/or key staff assigned to the project after submittal of the SOQ or during the contract period will require prior written approval from C/CAG.
- b) Firm Qualifications and Experience. Provide a detailed statement describing the Consultant's qualifications and experience in providing the services described in Appendix A, Scope of Work. Describe the Consultant's experience working with state- or federally-funded projects, including experience with the Caltrans Local Assistance process and the regional and state programming processes.
- c) Provide a summary of all contracts your firm (including subconsultants) has held with C/CAG in the past three years, including a brief description of the scope of work, the contract amount, and date of execution. Performance on any C/CAG contract within the past three years may be considered as reference information.
- d) References. Provide a list of three (3) references who can comment on the recent (within the last three years) and relevant experience of the Consultant and key staff assigned to the project. For each reference, include:
 - Sponsoring agency
 - Reference contact information
 - Brief description of the services provided
 - Years the work was provided
 - Project budget
 - Roles played by the key staff assigned to this project
- e) Problem-Resolution Examples. Describe two (2) or three (3) specific local federal-aid project delivery problems that the proposed Project Manager or other lead staff personally resolved. Problems may relate to a funding program requirement, coordination with agency partners, or a milestone at risk. For each example, identify the project and sponsoring agency, the staff member involved and their role, the problem, the action taken, and the outcome.

9. Conflict of Interest Requirements

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- a) The proposing Consultant shall disclose any financial, business or other relationship with the C/CAG that may have an impact upon the outcome of the contract. The Consultant shall also list current clients who may have a financial interest in the outcome of this contract.
- b) The Consultant shall also provide possible mitigation efforts, if any, to eliminate or avoid any actual or perceived conflicts of interest.
- c) If a Consultant discovers a conflict during the execution of an assigned task, the Consultant must immediately notify the C/CAG Project Manager regarding the conflicts of interest. The C/CAG Project Manager may terminate the Task Order involving the conflict of interest and C/CAG may obtain the conflicted services in any way allowed by law. Failure by the Consultant to notify C/CAG Project Manager may be grounds for termination of the contract for default pursuant to Attachment 2, Section 4, Termination of the Contract Agreement.

10. Litigation

Indicate if the proposing Consultant was involved with any litigation in connection with prior projects. If yes, briefly describe the nature of the litigation and the result.

11. Contract Agreement

- a. Indicate if the proposing Consultant has any issues or needed changes to the proposed contract agreement included as Attachment 2, Sample Agreement Template.
- b. The Consultant shall provide a brief statement affirming that the SOQ terms shall remain in effect for one-hundred twenty (120) days following the date SOQ submittals are due.

12. Federal-Aid Provisions

- a) The proposing Consultant's services are federally funded, which necessitates compliance with additional requirements. Special attention is directed to Attachment 3, Required Local Assistance Procedures Manual (LAPM) Exhibits. The proposing Consultant shall complete and submit the following forms with the SOQ to be considered responsive. These forms and instructions are provided for the proposer in Attachment 3.
 - Disclosure of Lobbying Activities (LAPM 10-Q)
 - Certification of Indirect Costs and Financial Management System (formerly LAPM Exhibit 10-K)
- b) Upon award and through completion of the project, the successful proposing Consultant will be required to follow applicable federal-aid requirements and shall complete and submit with the agreement the applicable forms at the time of award.
- c) Consultant shall demonstrate familiarity of providing services for federally funded projects and have a clear understanding of requirements/needs to facilitate the project

through Caltrans Local Assistance and Local Assistance Procedures Manual.

- d) A contract shall not be awarded to a Consultant without an adequate financial management and accounting system as required by 48 CFR Part 16.301-3, 49 CFR Part 18, and 48 CFR Part 31. The selected Consultant shall comply with Chapter 10 of the Local Assistance Procedures Manual regarding the A&E Consultant Contract Audit and Review process.

13. Metropolitan Transportation Commission (MTC) Requirements

The proposing Consultant's services are funded under a funding agreement between C/CAG and MTC, which is subject to the terms and conditions set forth in Attachment 4, MTC Master Funding Agreement and Program Supplement. The selected Consultant shall comply with applicable terms and conditions of the MTC Master Agreement and MTC Program Supplement.

14. Insurance Provisions

Submit a signed acknowledgement, for Proposer only, that the Proposer agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements listed in Attachment 2, Sample Agreement Template, Section 11, Insurance, within ten (10) days of C/CAG's notice to firm that it is the successful Proposer.

15. Taxpayer Identification Number and Certification

Submit a W-9, Request for Taxpayer Identification Number and Certification for Proposer only (signed) available at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>.

V. STATEMENT OF QUALIFICATIONS EVALUATION

A. Evaluation Process

All SOQs will be evaluated by a C/CAG Selection Committee (Committee). The Committee may be composed of C/CAG staff and other parties that may have expertise or experience in the services described herein. C/CAG staff will conduct an initial review of the SOQs for responsiveness to ensure that each SOQ meets the requirements of this RFQ and contains the required forms and information. Any SOQ that does not include enough information to permit the Committee to rate the SOQ in any one of the evaluation criteria listed below will be considered non-responsive and may be disqualified at the option of C/CAG. The Committee will then assess the quality of each submittal based on the evaluation criteria below and will rank the proposers. All contacts during the evaluation phase shall be through the C/CAG Point of Contact only. Proposers shall neither contact nor lobby evaluators during the evaluation process. Attempts by Proposer to contact members of the Committee may jeopardize the integrity of the evaluation and selection process and risk possible disqualification of Proposer.

Following the evaluation of the written SOQs, the Committee may elect to develop a short list of Consultants for interview. C/CAG reserves the right to hold interviews and review and evaluate

the references of short-listed firms only. Additionally, C/CAG reserves the right not to convene interviews, but to evaluate respondents on the basis of the written SOQs alone. If oral interviews are held, the Consultant will be notified of the time and place and of any additional information that may be required. The evaluation criteria for the oral interviews are included below.

B. Evaluation Criteria

SOQs will be evaluated according to each evaluation criteria and scored on a zero-to-five-point rating. The scores for all the evaluation criteria will then be multiplied according to their assigned weight to arrive at a weighted score for each SOQ. A SOQ with a high weighted total will be deemed of higher quality than a SOQ with a lesser-weighted total. The final maximum score for any SOQ is five hundred (500) points.

		Rating Scale
0	Not Acceptable	Non-responsive, fails to meet RFQ specifications. The approach has no probability of success. For mandatory requirement this score will result in disqualification of the SOQ.
1	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving project objectives per RFQ.
2	Fair	Has a reasonable probability of success, however, some objectives may not be met.
3	Average	Acceptable, achieves all objectives in a reasonable fashion per RFQ specification.
4	Above Average/Good	Very good probability of success, better than that which is average or expected as the norm. Achieves all objectives per RFQ requirements and expectations.
5	Excellent/Exceptional	Exceeds expectations, very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success and in achieving all objectives and meeting RFQ specification.

The Evaluation Criteria Summary and their respective weights are as follows:

No.	Written Evaluation Criteria	Weight
1	Understanding of Coordination Services Objectives and Requirements	12
2	Capabilities and Experience with the Federal Aid and Caltrans Delivery Process and Regional and State Programming Processes	24
3	Technical Project Approach	16
4	Project/Program Coordination Approach	12
5	Comparable, Demonstrated Experience and Success	16

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6	Conflict of Interest Statement	Pass/Fail
	Subtotal:	80
No.	Interview Evaluation Criteria	Weight
7	Presentation by team	10
8	Q&A Response to panel questions	10
	Subtotal:	20
	Total:	100

1. Understanding of Coordination Services Objectives and Requirements (12 points)

- Demonstrates understanding of the purpose and function of the on-call project coordination services and grant administration.
- Demonstrates understanding of the objectives and requirements of the services described in Appendix A, Scope of Work.

2. Capabilities and Experience with the Federal Aid and Caltrans Delivery Process and Regional and State Programming Processes (24 points)

- Capabilities and experience with the Federal Aid and Caltrans Local Assistance delivery process.
- Capabilities and experience with the regional (MTC) and state (CTC) programming processes.
- Proposed team members, as demonstrated by enclosed resumes, have relevant experience for their role in the project.

3. Technical Project Approach (16 points)

- Technical approach to complex institutional projects and/or delivering projects under Federal and/or State Departmental (Caltrans) regulations.

4. Project/Program Coordination Approach (12 points)

- Compatibility with engineers, design teams, project sponsors, and stakeholders.
- Demonstrated ability to develop and foster a team-based approach to project delivery.

5. Comparable, Demonstrated Experience and Success (16 points)

- Comparable, demonstrated experience and success in providing similar services with public or private agencies.
- References confirm relevant experience of the Consultant and key staff.
- Problem-resolution examples show that proposed lead staff personally resolved local federal-aid delivery problems, with clear actions and outcomes.

6. Conflict of Interest Statement (Pass/Fail)

- a) Discloses any financial, business or other relationship with C/CAG that may have an impact upon the outcome of the contract.
- b) Lists current clients who may have a financial interest in the outcome of this contract.

7. Presentation by Team (10 points) (only if oral interviews are necessary)

- a) Team presentation conveying project understanding, communication skills, innovative ideas, critical issues and solutions.

8. Q&A Response to Panel Questions (10 points) (only if oral interviews are necessary)

- Proposer provides responses to various interview panel questions.

Weighted scores for each SOQ will be assigned utilizing the table below:

No.	Evaluation Criteria	Rating (0-5)	Weight	Score (Rating * Weight)
1	Understanding of Coordination Services Objectives and Requirements		12	
2	Capabilities and Experience with the Federal Aid and Caltrans Delivery Process and Regional and State Programming Processes		24	
3	Technical Project Approach		16	
4	Project/Program Coordination Approach		12	
5	Comparable, Demonstrated Experience and Success		16	
6	Conflict of Interest Statement	N/A	Pass/Fail	Pass/Fail
7	Presentation by Team		10	
8	Q&A Response to Panel Questions		10	
	Total:		100	/500

C. Ranking and Negotiation

Following the evaluation of the SOQs and respondents, the Committee will produce a final ranking of the responsive Consultants. All respondents will be notified of their standing, and C/CAG will open the separately submitted cost proposal of the top-ranked Consultant and enter into negotiations. C/CAG reserves the right to decline to enter into a contract with a Consultant whose rates are unreasonable in C/CAG's sole discretion and to proceed with entering into negotiations with the next most qualified Consultant.

C/CAG reserves the right to not convene oral interviews or discussions, and to make an award on the basis of initial SOQs. References may be contacted at any point in the evaluation process.

C/CAG reserves the right to consider consultant performance based on comments from submitted references. Experience and ability to perform work is a significant consideration. C/CAG may consider any other criteria it deems relevant, and the Selection Committee is free to make any recommendations it deems to be in the best interest of C/CAG. C/CAG reserves the right to reject all submittals, and not enter into any contract for the services described in the

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RFQ. C/CAG also reserves the right to accept other than the submittals with the lowest costs and to negotiate with proposers on a fair and equal basis when the best interests of C/CAG are served by doing so. C/CAG is not liable for any costs incurred by a company before entering into a formal contract. Costs of developing the submittal or any other such expenses incurred by a company in responding to the RFQ, are entirely the responsibility of the company, and shall not be reimbursed in any manner by C/CAG.

To withdraw an SOQ, a company must submit a written request to C/CAG. After withdrawing a previously submitted SOQ, a company may submit another SOQ at any time up to the deadline for submitting SOQS. C/CAG shall not accept any amendments, revisions, or alterations to SOQs after the submittal deadline.

D. Recommendation for Contract Award

The Committee will recommend the selected Proposer to the C/CAG Executive Director, based on their evaluation of the written SOQs or oral interviews or discussions (if held). The Executive Director will review the recommendation and, if the Executive Director concurs, staff will forward the recommendation to the C/CAG Board of Directors which authorizes award.

E. Selection Disputes

A Proposer may object to a provision of the RFQ on the grounds that it is arbitrary, biased, or unduly restrictive, or to the selection of a particular Proposer on the grounds that C/CAG procedures, the provisions of the RFQ or applicable provisions of federal, state or local law have been violated or inaccurately or inappropriately applied by submitting to the C/CAG Point of Contact a written explanation of the basis for the protest:

1. No later than 5:00PM on the third business day prior to the date Responses to RFQ are due, for objections to RFQ provisions; or
2. No later than 5:00PM on the third business day after the date the firm is notified that it did not meet the minimum qualifications or was found to be non-responsive; or
3. No later than 5:00PM on the third business day after the date on which the firm is notified that it was not selected, or if applicable the date the C/CAG Board of Directors authorizes award, whichever is later, for objections to Proposer selection.

Except with regard to initial determinations of non-responsiveness, the evaluation record shall remain confidential until the C/CAG Board of Directors authorizes award.

Protests of recommended awards must clearly and specifically describe the basis for the protest in sufficient detail for C/CAG staff to recommend a resolution to the C/CAG Executive Director.

The C/CAG Executive Director will respond to the protest in writing, based on the recommendation of staff. Should a Proposer wish to appeal the decision of the C/CAG Executive Director, it may file a written appeal with the C/CAG Board of Directors no later than 4:00PM on the third business day after receipt of the written response from the C/CAG Executive Director. The C/CAG Board of Directors' decision will be the final agency decision.

Authorization to award an agreement to a particular Proposer by C/CAG shall be deemed conditional until the expiration of the protest period or, if a protest is filed, the issuance of a written response to the protest by the C/CAG Executive Director or, if the decision of the C/CAG Executive Director is appealed, the issuance of the C/CAG Board of Directors' decision.

F. Public Records

This RFQ and any material submitted in response to this RFQ are subject to public inspection under the California Public Records Act (Government Code §6250 *et seq.*), unless exempt by law. Other than proprietary information or other information exempt from disclosure by law, the content of SOQs submitted to C/CAG will be made available for inspection consistent with its policy regarding Public Records Act requests.

If the Proposer believes any SOQ content contains trade secrets or other proprietary information that the Proposer believes would cause substantial injury to the Proposer's competitive position if disclosed, the Proposer may request that C/CAG withhold from disclosure such proprietary materials by marking each page containing proprietary information, including financial information, if any, required to be submitted under Section IV, Statement of Qualifications Requirements, of this RFQ as confidential and shall include the following notice at the front of its SOQ:

“The data on the following pages of this SOQ, including financial information submitted under Section IV. Statement of Qualifications Requirements, of this RFQ marked along the right margin with a vertical line, contain technical or financial information that constitute trade secrets and/or that, if disclosed, would cause substantial injury to the Proposer's competitive position. The Proposer requests that such data be used for review by C/CAG only, but understands that exemption from disclosure will be limited by C/CAG's obligations under the California Public Records Act. If an agreement is awarded to the Proposer submitting this SOQ, C/CAG shall have the right to use or disclose the data, unless otherwise provided by law. [List pages].”

Failure to include this notice with relevant page numbers shall render any “confidential/proprietary” markings inadequate. Individual pages shall accordingly not be treated confidentially. By submitting an SOQ with portions marked as confidential or proprietary, a Proposer represents it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act. Any language purporting to render the entire SOQ confidential or proprietary will be regarded as ineffective and will be disregarded. In addition, the Proposer may not designate any required SOQ forms or the cost proposal as confidential. Consequently, any language purporting to render any SOQ forms or the cost proposal as confidential or proprietary will be regarded as ineffective and will be disregarded.

In the event properly marked data is requested pursuant to the California Public Records Act, the Proposer will be advised of the request. If the SOQ requests that C/CAG withhold such data from disclosure and C/CAG complies with the Proposer's request, the Proposer shall assume all responsibility for redacting the SOQ; defending any challenges resulting from the non-

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disclosure; indemnifying, defending C/CAG and holding C/CAG harmless from and against all claims, legal proceedings, and resulting damages and costs (including but not limited to attorneys' fees that may be awarded to the party requesting such Proposer information); and paying any and all costs and expenses relating to the withholding of the Proposer information. Proposer agrees that C/CAG's sole involvement in any litigation resulting from C/CAG's withholding of records shall be to retain the records until otherwise ordered by a court.

If the Proposer does not follow all of the requirements in this section for withholding proprietary information as exempt from disclosure under the California Public Records Act, C/CAG shall have no obligation to withhold the information from disclosure, and the Proposer shall not have a right to make a claim or maintain any legal action against C/CAG or its Board Members, committee members, employees or agents in connection with such disclosure.

G. Key Personnel

Key Proposer personnel assigned to the project are expected to remain on the project. Any change in key personnel on the proposed project team is subject to prior written approval of C/CAG. Removal of any key personnel identified in the responses to the RFQ without written consent of the C/CAG Project Manager may be considered a material breach of contract.

APPENDIX A - SCOPE OF WORK

Background

The City/County Association of Governments (C/CAG) of San Mateo County is a joint powers agency composed of the County of San Mateo and all twenty incorporated cities and towns in the county. As the county's designated County Transportation Agency (CTA), C/CAG is responsible for countywide transportation planning and administering state and federal funds for transportation in San Mateo County. The Consultant will assist C/CAG in monitoring the programming and delivery of locally sponsored transportation projects funded with federal, state, or regional funds in San Mateo County, with emphasis on projects subject to Metropolitan Transportation Commission (MTC) regional delivery requirements and Caltrans Local Assistance procedures.

Transportation related funds are programmed to local jurisdictions in San Mateo County in accordance with federal, state, regional, and local policies. After programming, local project sponsors must deliver projects in compliance with federal, state and regional regulations and timely use of funds deadlines. Under this contract, the consultant will support delivering federal, state, and/or regionally funded projects.

The purpose of this RFQ is to select a consultant to provide on-call project coordination and support services associated with the programming and delivery of federal, state, and/or regionally funded projects and programs. Under C/CAG's direction, the consultant will maintain a project-level tracking database; review upcoming programming, authorization, obligation, expenditure, invoicing, and closeout milestones; obtain status updates from sponsors; identify projects at risk of missing requirements or deadlines; recommend and track corrective actions; and coordinate with sponsors, MTC, and Caltrans as authorized by C/CAG. Project sponsors remain responsible for delivering their projects and preparing, approving, and submitting required project authorization documents.

C/CAG provides the following information to assist proposers in estimating workload and staffing needs. Actual workload may vary over the contract term.

- Active projects: Approximately 15 to 25 active projects at any given time.
- Project sponsors: Approximately 15 local agency sponsors.
- Meeting cadence: Weekly or biweekly check-in meetings with C/CAG staff, in addition to meetings on an as needed basis with project sponsors, MTC, and Caltrans (approximately 1 to 2 per month).
- Reporting frequency: Project delivery tracker and action log updates monthly
- Work location: Work is anticipated to be primarily remote. The Consultant should expect approximately 1 to 2 in-person meetings per year within San Mateo County, such as sponsor meetings and call-for-projects workshops. In-person attendance may increase during call-for-projects cycles. All other meetings are expected to be held virtually unless C/CAG staff request otherwise.

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- Workload fluctuation: Workload is expected to increase during call for projects cycles, near obligation deadlines, and at the end of federal fiscal year, by an estimated additional 15 to 20 hours per month.

Scope of Work

C/CAG will authorize services through annual task orders, with one task order issued for each fiscal year within the contract term. Each annual task order will establish the scope of work, deliverables, schedule, and budget for that fiscal year, based on the activities described below. Services include, but are not limited to, the following:

Program and Project Delivery Monitoring

- Support C/CAG in developing and monitoring a portfolio of locally sponsored projects in San Mateo County that receive federal, state, or regional funds through the programs listed below. For each project in the portfolio, track and report on scope, schedule, cost/budget, and risk. A list of funding programs (or their successor programs) being monitored include, but are not limited to, the following:
 - Active Transportation Program (ATP)
 - Congestion Mitigation and Air Quality Improvement Program (CMAQ)
 - Highway Bridge Program (HBP)
 - Highway Safety Improvement Program (HSIP)
 - Infrastructure for Rebuilding America (INFRA)
 - One Bay Area Grant Program (OBAG)
 - Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation Program (PROTECT)
 - Rebuilding American Infrastructure with Sustainability and Equity (RAISE)
 - Regional Measure 3 (RM3)
 - Regional Surface Transportation Block Grant Program (STBG / STP)
 - Rural Surface Transportation Grant Program
 - Safe Streets and Roads for All (SS4A)
 - Section 190 Grade Separation Program
 - Senate Bill 1 Local Partnership Program (LPP)
 - Senate Bill 1 Solutions for Congested Corridors Program (SCCP)
 - Senate Bill 1 Trade Corridor Enhancement Program (TCEP)
 - State Transportation Improvement Program (STIP)

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- Transit and Intercity Rail Capital Program (TIRCP)
- Identify and coordinate required delivery and milestone dates for on-going and newly programmed or awarded projects within San Mateo County and identify potential program risk(s).
- Create and maintain a project delivery tracking database showing, as applicable, funding source and amount, sponsor and contact, programmed phase, Transportation Improvement Program (TIP) status, authorization/obligation status, key deadlines, last invoice, next action, risk rating, and escalation date.
- Assist and advise project sponsors during the project delivery process; completion of forms and documentation remains the sponsor's responsibility.
- Meet with C/CAG staff on a weekly or bi-weekly basis, as determined by C/CAG staff, to review the project delivery tracker, discuss the status of the monitored projects and identify any issues requiring follow-up. The Consultant shall prepare a brief agenda in advance of each meeting and distribute action items following each meeting.
- Monitor invoice status of obligated projects and inform project sponsors involved of anticipated invoicing deadlines.
- Recommend corrective action plans to project sponsors, including the level of expediting needed to keep each project on track.
- Assist C/CAG in providing input to MTC's Annual Obligation Plan (AOP), including coordinating with project sponsors to confirm project readiness, funding amounts, and anticipated obligation dates, and monitoring projects throughout the year against the submitted AOP to identify potential delays.
- Develop and maintain an escalation protocol, subject to C/CAG staff approval, that defines what constitutes an urgent risk, when the Consultant must alert C/CAG staff, who will be responsible for contacting project sponsors, and when an issue is elevated to MTC or Caltrans Local Assistance. Maintain an action log identifying each open issue, its assigned owner, due date, and status, and review it with C/CAG staff at regular check-in meetings.
- Compare status updates from project sponsors against MTC programming records and relevant Caltrans Local Assistance data, including obligation status, invoice status reports, and project end-date reports. Flag any discrepancies to C/CAG staff, record them in the action log, and follow up with sponsors until they are resolved.
- As authorized by C/CAG staff and consistent with the escalation protocol, work with Caltrans Local Assistance, Caltrans Capital Outlay Support, MTC, the California Transportation Commission (CTC), FHWA, local jurisdictions, and/or other agencies to facilitate expedited processes and/or maintain program schedule and milestone deliverables.
- Monitor sponsors' work activities and projects for compliance with federal, state, and regional policies and procedures, and notify C/CAG staff of potential issues.
- Provide project status updates to MTC and/or Caltrans staff upon request by C/CAG staff or designee.

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- Organize, coordinate, attend, and, as authorized by C/CAG staff, represent C/CAG at coordination meetings, stakeholder meetings, project development team (PDT) meetings, and any other project meetings initiated to facilitate a sponsor's project progress.
- Other related tasks as requested.

Programming/Planning

- Prepare meeting/workshop materials, minutes, and agendas.
- Brief C/CAG staff on applicable program guidelines, including new requirements and changes from prior cycles, and as directed by C/CAG, prepare guideline summaries and present them to project sponsors. Assist C/CAG in coordinating the local project selection process with MTC and CTC programming schedules and requirements.
- Assist C/CAG staff with project planning, programming, and monitoring activities related to development of the Regional Transportation Improvement Program (RTIP) and the STIP required by Government Code Section 14527, et seq., and with monitoring the implementation of projects approved in these documents.
- Monitor the programming process to ensure completion of programming documentation of projects to comply with the regional and state requirements as specified in the current program cycle (e.g., the current OBAG cycle, the current STIP cycle, or other applicable program).
- Assist with and coordinate the solicitation of projects as directed by C/CAG staff.
- Expedite, facilitate, and/or coordinate the flow of project data between the project sponsor and the programming entity (e.g., MTC).
- Assist C/CAG staff in assembling application materials for federal, state, regional, and local project funds.
- Assist in the development of the Transportation Improvement Program (TIP) and STIP and the Regional Transportation Plan (RTP)/Sustainable Communities Strategy (SCS) through countywide planning efforts.
- Assist with CTA review of TIP amendments submitted by local project sponsors throughout the year.
- Other related tasks as requested by C/CAG staff.

Deliverables

The specific deliverables, schedule, and budget for each fiscal year will be confirmed and identified in the annual task order. Additional assignments shall require written authorization within the approved task-order budget or an approved modification before work begins. Project deliverables include, but are not limited to, the following:

Deliverable 1: Program and Project Delivery Monitoring

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- 1.1 Project delivery tracking database, created and maintained with, as applicable, funding source and amount, sponsor and contact, programmed phase, TIP status, authorization/obligation status, key deadlines, last invoice, next action, risk rating, and escalation date
- 1.2 Program and project status reports and tracker updates, on a schedule agreed to with C/CAG staff
- 1.3 Schedule of required delivery and milestone dates for ongoing and newly programmed projects
- 1.4 Risk assessments and corrective action recommendations for at-risk projects
- 1.5 Development of an escalation protocol for monitored projects
- 1.6 Action log identifying each open issue, assigned owner, due date, and status
- 1.7 Invoicing deadline notices to project sponsors
- 1.8 Prepare input for MTC's Annual Obligation Plan (AOP)
- 1.9 Project status updates to MTC and/or Caltrans

Deliverable 2: Meeting Support

- 2.1 Agendas for weekly or biweekly check-in meetings with C/CAG staff
- 2.2 Meeting materials for check-ins, coordination meetings, stakeholder meetings, and PDT meetings
- 2.3 Meeting minutes and follow-up action items, distributed following each meeting

Deliverable 3: Programming/Planning Support

- 3.1 Draft and final programming documentation, such as TIP amendment support
- 3.2 Review of TIP amendments submitted by local project sponsors
- 3.3 Program guideline briefings for C/CAG staff, including summaries of new requirements and changes from prior cycles

Deliverable 4: Grant Support

- 4.1 Funding opportunity research to assist C/CAG staff in identifying grant opportunities
- 4.2 Draft application materials and supporting documentation to assist C/CAG staff in preparing applications for federal, state, regional, and/or local funds

Deliverable 5: Call for Projects Sponsor Support

- 5.1 Presentation materials to assist C/CAG staff in conducting workshops on C/CAG's call for projects

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- 5.2 Draft responses to questions from project sponsors
- 5.3 Coordination materials for the local project selection process

Deliverable 6: Contract Closeout and Transition

- 6.1 Development of transition package to support an orderly transition at the end of the contract period

Deliverable 7: Optional Services

- 7.1 Prepare complete grant applications on behalf of C/CAG for C/CAG review and submittal, and perform other related tasks.

ATTACHMENT 1: COST PROPOSAL TEMPLATE

<https://ccag.ca.gov/wp-content/uploads/2026/10/Attachment-1-Cost-Proposal-Template-1.xlsx>

ATTACHMENT 2: SAMPLE AGREEMENT TEMPLATE

<https://ccag.ca.gov/wp-content/uploads/2026/10/Attachment-2-Sample-Agreement-Template.docx>

**ATTACHMENT 3: REQUIRED LOCAL ASSISTANCE PROCEDURES
MANUAL EXHIBITS**

- [Disclosure of Lobbying Activities \(LAPM 10-Q\)](#)
- [Consultant Annual Certification of Indirect Costs and Financial Management System
\(formerly LAPM 10-K\)](#)

**ATTACHMENT 4: MTC MASTER FUNDING AGREEMENT AND
PROGRAM SUPPLEMENT**

<https://ccag.ca.gov/wp-content/uploads/2026/10/Attachment-4-Master-Agreement.pdf>