



**DATE:** December 1, 2016

**TO:** Transportation Authority of Marin Board of Commissioners

**FROM:** Dianne Steinhauser, Executive Director  
Dan Cherrier, Principal Project Delivery Manager

**SUBJECT:** Extension of Program/Project Management and Oversight Services Contract (Action),  
Agenda Item No. 7g

## **RECOMMENDATION**

Authorize the Executive Director to execute Addendum 6 to Contract C FY11/12-09 to extend the term of the contract to April 30, 2017.

## **BACKGROUND**

Since inception, TAM has been using consultant support to augment staff in project and program oversight. This approach is likely to continue as the best approach to meet varying project workload. The prudent use of consultant support services enables TAM to deliver projects and programs and associated funding. This can include the funding programs and projects administered by TAM as the Congestion Management Agency (CMA), such as Regional Measures and the federal OBAG funds, along with Measure A (Transportation Sales Tax) and Measure B (Vehicle Registration Fee), and state funded projects and programs, as well.

The on-call approach allows TAM to utilize expertise when it is needed, and creates access to a variety of services depending on the circumstances. Often the expertise is needed in a very short period of time. Having a team ready to respond quickly has proven to be very effective. The On-call also allows TAM to respond to peak workload issues and keep a variety of projects on schedule. The current contract for Program/Project Management, Construction Management, and Oversight Services continues through December 2016. Note that major efforts in planning or project delivery are managed through separate requests for proposals/ competitive processes.

At its December 1, 2011 meeting, the TAM Board of Commissioners approved award of a contract for Program and Project Management to CSW/Stuber-Stroeh Engineering Group, Inc. Their selection was based on successfully demonstrating to the selection group that the CSW team was able to provide expertise in the following areas:

- Assist with the development of project controls and the overall management of program/project scope, schedule and budget;
- Assist with the development and application of criteria for project prioritization;
- Management of project delivery, and oversight of projects, on the state highway system;

- Review of compliance with performance standards and assist with reporting requirements for claimants;
- Provide on-call design services as required to assist with the needs of local agencies in Marin County;
- Development of public outreach and educational programs and materials;
- Assist as necessary for development of elements of the Regional Transportation Plan;
- Assist with technical expertise regarding CEQA and NEPA actions, including specific environmental technical areas;
- Provide support for long-range planning activities in the County of Marin;
- Monitor and provide expert assistance in the preparation and maintenance of TAM's various Transportation Demand Management Programs such as Emergency Ride Home, Dynamic Ridesharing, and Vanpool Incentives;
- Provide assistance as necessary for management of TAM's Crossing Guard Program;
- Provide expertise with the assignment of various fund sources.

The original team members along with their area of expertise are listed below:

AECOM PDM Group	Local Agency Design Support, and CEQA/NEPA Consulting; Program Management, Project Delivery, Strategic Planning, Performance Standards, and Reporting Requirements;
Vali Cooper & Assoc.	Program Controls, Performance Standards, Reporting Requirements, and Construction Management;
Advance Project Del.	Project Controls, Project Prioritization, Strategic Planning, Project Oversight, Funding Sources, and Crossing Guard Coordination;
Gray-Bowen Nelson\Nygaard	Strategic Planning, Project Prioritization, and Funding Sources; Public Outreach, TDM Programs, RTP Management, and Long Range Planning;
Eldridge Consulting Parisi Associates	Public Outreach, and Long Range Planning; Local Agency Design Support, Traffic Engineering, and Long Range Planning;
Rick Ruvolo Consulting Green Valley Engineering W-Trans	TDM programs; Local Agency Design Support; Traffic Engineering.

Since the execution of the contract additional team members have been added to provide further expertise as needed and Eldridge Consulting was dropped after the principal of the firm became employed elsewhere. Green Valley Engineering has voluntarily left the team. Parisi Associates has transformed into Parisi Transportation Consultants. Team members added have included:

Nossaman LLP	Program and Project Management Legal Services;
JSP Consulting	Project and Construction Management;
HNTB Corporation	Project Management, Project Prioritization;
Mr. Nicholas Nguyen	Project Management;
Ms. Lisa Newman	Program and Project Management.

Note: JSP Consulting, Ms. Lisa Newman, and Mr. Nicholas Nguyen have since left the team. Mr. Nguyen has been hired as a full time employee of TAM.

The prime consultant CSW/Stuber-Stroeh continues to provide overall Program Management, Contract Management as well as specialization in Project Delivery and Performance Standards. The designated point of contact is Al Cornwell currently serving as president of CSW/Stuber-Stroeh.

## Expenditures

The approximate amount of payments (through October 2016) directed to each team consultant are shown below:

AECOM	\$43,889;
PDM Group	\$51,940;
Vali Cooper & Assoc.	\$62,141;
Advance Project Del.	\$212,504;
Gray-Bowen	\$0;
Nelson\Nygaard	\$461,701;
Eldridge Consulting	\$44,540;
Parisi Trans. Consultants	\$195,757;
Rick Ruvolo Consulting	\$345,584;
Green Valley Engineering	\$0;
W-Trans	\$40,414;
Nossaman LLP	\$37,524;
JSP Consulting	\$351,252;
HNTB Corporation	\$351,978;
Mr. Nicholas Nguyen	\$95,866;
Ms. Lisa Newman	\$74,401;
CSW/Stuber-Stroeh	\$364,768;
<b>Total</b>	<b>\$2,734,259.</b>

Note: A breakdown of the past year's invoices by sub consultant is shown in Attachment A

## Contract

TAM entered into an initial three-year contract with options for two one-year extensions. The consultant search and award process followed federal guidelines allowing for the receipt of federal funds. Rates for most firms were determined by use of an overhead multiplier and fee incorporated into the direct costs. A negotiated rate of compensation was utilized for the firms that are unable to provide an overhead multiplier. All work has been authorized through a Task Order System with associated deliverables, schedule and budget. Task Orders are only issued after a source of funds has been identified for the proposed work and is listed in the approved TAM budget.

Individual Task Orders are used to authorize the consultant to invoice against the contract. The work associated with these consultant support services was (are) included in TAM's FY 2011-12, 2012-13, 2013-14, 2014-15, 2015-16 budgets and the adopted FY2016-17 budget. Task Order Titles and authorizations are shown in Attachment A. Through various amendments, the current contract has increased to a Not to Exceed amount of \$3,100,000. This was last approved by the TAM board in December 2015. This approved amount will be sufficient to allow for the short requested extension.

The responsible Task Order Manager is listed in Attachment A and is responsible for verifying that sufficient funds are available and authorizes payment for the individual Task Order. The Contract Manager is responsible for scope, schedule, and budget for the overall contract as well as federal invoicing requirements and required insurance. The source of funds for each Task Order used to make payments are shown in Attachment B.

## **DISCUSSION**

Recent changes have occurred in federal contracting guidelines. Caltrans Local Assistance (the State branch tasked with administering federal funds) has recently revised several procedures. TAM staff have held off on advertising for the new on-call contract until publication of the revisions. In order to complete the procurement process for a new on-call team, the existing contract will need to be extended for four months. At the end of March 2017, staff may return for a future limited extension and possible contract increase if after careful consideration it is deemed prudent to continue complete certain ongoing Task Orders with the current Team rather than transition to an entirely new consultant group.

Staff have been pleased with the services provided by the CSW/Stuber-Stroeh team and wish to exercise a four month extension. Funding for the various Task Orders has been included in the approved FY 2016-17 budget. Actual contractor authorizations are only provided as work is needed and funds are in place. Expenditures expected to be authorized by this contract are shown in the FY 2016-17 budget.

## **ATTACHMENT**

Attachment A: PMO Task Orders

Attachment B: PMO Breakdown by Source of Funds

## Project Management Oversight Break Down by Task Order

Task Order #	Task Order Name	Task Order Manager	Task Order Status	Task Order Start Date	Termination Date	Authorization Amount	Invoiced to Date	Invoiced during period of November 2015 to October 2016	Consultants utilized during period of November 2015 to October 2016
Task Order 1	Contract Administration	D. Cherrier	Open	12/29/2011	Ongoing	\$ 70,000	\$ 51,778	\$ 1,058	CSW/ST2 for all work
Task Order 2	FHWA Discretionary Grant	L. Jackson*	Closed	12/29/2011	3/1/2012	\$ 10,000	\$ -	\$ -	
Task Order 3	Transportation Demand Management	S. McDonald	Open	12/29/2011	12/31/2016	\$ 410,000	\$ 402,187	\$ 83,814	CSW/ST2 for \$5,238, Rick Ruvolo Consulting for \$78,576
Task Order 4	Marin-Sonoma Narrows Project Management	N. Nguyen	Closed	1/1/2012	12/31/2014	\$ 450,000	\$ 415,859	\$ -	
Task Order 5	Crossing Guard Program Management	D. Cherrier	Open	12/29/2011	Ongoing	\$ 200,000	\$ 196,763	\$ 25,941	CSW/ST2 for \$1,621, Advance Project Delivery for \$24,320
Task Order 6	Dynamic Rideshare Outreach	S. McDonald	Closed	2/22/2012	9/30/2012	\$ 122,000	\$ 122,000	\$ -	
Task Order 7	Not Used	N/A	N/A			\$ -	\$ -	\$ -	
Task Order 8	West Marin Electric Vehicle Charging Station Location Study	S. Loosen*	Closed	7/24/2012	9/1/2012	\$ 6,000	\$ 1,499	\$ -	
Task Order 9	Dynamic Rideshare Outreach	S. McDonald	Closed	9/5/2012	2/28/2013	\$ 25,000	\$ 25,000	\$ -	
Task Order 10	Soundwall Noise Study on U.S. 101 near Olive Avenue	N. Nguyen	Closed	8/29/2012	12/31/2014	\$ 35,350	\$ 35,350	\$ -	
Task Order 11	Local Agency Support	D. Cherrier	Open	9/5/2012	Ongoing	\$ 70,000	\$ 70,461	\$ 32,908	CSW/ST2 for \$3,063, Advance Project Delivery for \$19,976, Parisi Transportation Consultants for \$9,869
Task Order 12	Marin-Sonoma Narrows Legal Support	D. Cherrier	Closed	9/25/2012	3/31/2013	\$ 17,000	\$ 15,460	\$ -	
Task Order 13	Marin-Sonoma Narrows Construction Management	N. Nguyen	Open	11/29/2012	Ongoing	\$ 100,000	\$ 52,989	\$ -	
Task Order 14	Dynamic Rideshare Outreach	S. McDonald	Closed	12/5/2012	9/30/2013	\$ 132,000	\$ 130,651	\$ -	
Task Order 15	Tam Junction Preliminary Engineering and Environmental Studies	D. Cherrier	Closed	12/21/2012	8/31/2013	\$ 65,000	\$ 44,701	\$ -	
Task Order 16	Tennessee Valley Road and Highway 1 Traffic Counts	D. Cherrier	Closed	5/24/2013	8/30/2013	\$ 17,000	\$ 15,814	\$ -	
Task Order 17	Study Richmond-San Rafael Bridge Approach Options	D. Cherrier	Open	8/19/2013	Ongoing	\$ 240,000	\$ 238,613	\$ 29,251	CSW/ST2 for \$23,795, W-Trans for \$5,456
Task Order 18	Dynamic Rideshare Outreach	S. McDonald	Closed	9/23/2013	3/31/2015	\$ 220,650	\$ 220,625	\$ -	
Task Order 19	Central Marin Ferry Connection Phase II Cost Estimate	B. Whitney	Closed	11/26/2013	12/31/2013	\$ 5,000	\$ 4,200	\$ -	
Task Order 20	General Project Management	D. Cherrier	Closed	6/16/2014	12/31/2014	\$ 100,000	\$ 103,999**	\$ -	
Task Order 21	Sausalito Gateway Study	D. Chan	Open	7/16/2014	Ongoing	\$ 118,750	\$ 126,863**	\$ 40,382	CSW/ST2 for \$2,524, Parisi Transportation Consultants for \$37,858
Task Order 22	CBTP Management and Oversight	D. McGill	Closed	8/11/2014	4/30/2015	\$ 65,000	\$ 79,051**	\$ -	
Task Order 23	Fund Monitoring	D. Chan	Open	8/1/2014	Ongoing	\$ 16,000	\$ 8,005	\$ -	
Task Order 24	Bike Sharing Analysis	D. McGill	Open	1/21/2015	1/1/2017	\$ 14,000	\$ 12,195	\$ 5,225	CSW/ST2 for \$327, Parisi Transportation Consultants for \$4,898
Task Order 25	RTP Workshop	D. McGill	Open	4/20/2015	12/30/2015	\$ 50,000	\$ 40,010	\$ 5,623	CSW/ST2 for \$330, Nelson/Nygaard for \$5,293
Task Order 26	TAM Office Relocation ADA Study and Gap Closure Legal	B. Whitney	Closed	4/1/2015	12/21/2015	\$ 7,000	\$ 22,306**	\$ -	
Task Order 27	East Sir Francis Drake Boulevard Improvements	B. Whitney	Open	5/27/2015	Ongoing	\$ 245,000	\$ 245,634	\$ 136,420	CSW/ST2 for \$15,153, Parisi Transportation Consultants for \$4,693, HNTB Corporation for \$116,574
Task Order 28	Traffic Engineering Oversight	B. Whitney	Open	7/1/2015	Ongoing	\$ 17,500	\$ 17,477	\$ 17,477	CSW/ST2 for \$1,025, Parisi Transportation Consultants for \$15,367
Task Order 29	Sausalito Bike/Ped Plan Review	S. McDonald	Open	9/15/2015	Ongoing	\$ 6,000	\$ 5,811	\$ 5,811	CSW/ST2 for \$363, Parisi Transportation Consultants for \$5,448
Task Order 30	ATP Assistance	D. Chan	Closed	5/10/2016	6/30/2016	\$ 21,250	\$ 21,249	\$ 21,249	CSW/ST2 for \$1,328, Parisi Transportation Consultants for \$19,921
Task Order 31	Public Outreach - Strategic Vision Plan	D. McGill	Open	8/31/2016	11/30/2016	\$ 10,000	\$ 7,708	\$ 7,708	CSW/ST2 for \$482, Nelson/Nygaard for \$7,226
<b>GRAND TOTAL</b>							<b>\$ 2,734,259</b>	<b>\$ 412,867</b>	<b>\$ -</b>

\* = No longer associated with TAM. Task Order was closed before employment ended, therefore Task Order management was not reassigned.

\*\* = Authorized amount exceeded on final invoice with approval of Task Order Manager

**Project Management Oversight Break Down by Funding Source  
December 2011 through October 2016**

Task Order #	Task Order Name	Invoiced to Date	Measure A Program Administration - 4%	Measure A Strategy 3 - Major and Local Roads - Project Management	Measure A Strategy 4 - Safe Routes to Schools - Project Management	City / County CMA Fees	Measure B Element 3.1 - School Related Congestion	Measure B Element 3.2 - Commute Alternatives	Measure B Element 3.3 - Alternate Fuel Infrastructure and Promotion	STP/CMAQ	MTC/SCTA Dynamic Rideshare Grant	Bay Area Air Quality Management District - Transportation Fund for Clean Air	Regional Measure 2 - Greenbrae Improvements	State Transportation Improvement Program	Federal Earmark for MSN Preliminary Engineering	Federal Bridge Program
Task Order 1	Contract Administration	\$ 51,778	\$ 8,593			\$ 23,589				\$ 14,924				\$ 4,671		
Task Order 3	Transportation Demand Management	\$ 402,187						\$ 358,569			\$ 23,820	\$ 19,798				
Task Order 4	MSN PM	\$ 415,859	\$ 17,857											\$ 398,002		
Task Order 5	Crossing Guard PM	\$ 196,763	\$ 2,279		\$ 194,484											
Task Order 6	Dynamic Rideshare Outreach	\$ 122,000									\$ 102,542	\$ 19,458				
Task Order 8	West Marin EV Charging Station Location Study	\$ 1,499						\$ 1,499								
Task Order 9	Dynamic Rideshare Outreach	\$ 25,000									\$ 25,000					
Task Order 10	Soundwall Noise Study on U.S. 101 near Olive Avenue	\$ 35,350								\$ 13,125				\$ 9,350	\$ 12,875	
Task Order 11	Local Agency Support	\$ 70,461	\$ 2,665	\$ 1,594		\$ 10,424	\$ 6,218			\$ 49,560						
Task Order 12	MMSN Legal Support	\$ 15,460													\$ 15,460	
Task Order 13	MSN CM	\$ 52,989													\$ 52,989	
Task Order 14	Dynamic Rideshare Outreach	\$ 130,651						\$ 4,265			\$ 125,021	\$ 1,365				
Task Order 15	Tam Junction PE	\$ 44,701								\$ 44,701						
Task Order 16	Tennessee Valley Road and Highway 1 Traffic Counts	\$ 15,814				\$ 15,450				\$ 365						
Task Order 17	Study RRSRB Approach Options	\$ 238,613				\$ 42,703				\$ 95,911			\$ 100,000			
Task Order 18	Dynamic Rideshare Outreach	\$ 220,625									\$ 220,625					
Task Order 19	CMFC Phase II Estimate	\$ 4,200											\$ 4,200			
Task Order 20	General PM	\$ 103,999	\$ 18,470		\$ 484				\$ 28,087	\$ 33,291				\$ 2,928	\$ 1,111	\$ 19,628
Task Order 21	Sausalito Gateway Study	\$ 126,863								\$ 126,863						
Task Order 22	CBTP Management	\$ 79,051								\$ 79,051						
Task Order 23	Fund Monitoring	\$ 8,005								\$ 8,005						
Task Order 24	Bike Sharing Analysis	\$ 12,195						\$ 12,195								
Task Order 25	RTP Workshop	\$ 40,010								\$ 40,010						
Task Order 26	TAM Office Relocation	\$ 22,306	\$ 22,306													
Task Order 27	East SFD Improvements	\$ 245,634								\$ 245,634						
Task Order 28	Traffic Engineering Osight	\$ 17,477											\$ 17,477			
Task Order 29	Sausalito Bike/Ped Review	\$ 5,811				\$ 5,811										
Task Order 30	ATP Assistance	\$ 21,249				\$ 21,249										
Task Order 31	Outreach - SVP	\$ 7,708				\$ 7,708										
<b>GRAND TOTAL</b>		<b>\$ 2,734,259</b>	<b>\$ 72,170</b>	<b>\$ 1,594</b>	<b>\$ 194,968</b>	<b>\$ 126,934</b>	<b>\$ 6,218</b>	<b>\$ 375,029</b>	<b>\$ 29,586</b>	<b>\$ 751,440</b>	<b>\$ 497,008</b>	<b>\$ 40,621</b>	<b>\$ 121,677</b>	<b>\$ 414,951</b>	<b>\$ 82,435</b>	<b>\$ 19,628</b>