



**DATE:** May 30, 2019

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

**FROM:** Dianne Steinhauser, Executive Director  
Dan Cherrier, Deputy Executive Director

**SUBJECT:** Accept Update of Program/Project Management and Oversight Services Contract (Action), Agenda Item No. 6b

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## **RECOMMENDATION**

Accept the update regarding the utilization of the Program/Project Management Oversight and On-call Contract. Note, this item was reviewed and accepted by the Administration, Projects, and Planning TAM Executive Committee.

## **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 its projects and programs, without bringing on additional full time staffing. The support services utilize various funding sources. This can include the funding administered by TAM as the Congestion Management Agency (CMA), such as Regional Measures and the federal OBAG funds, along with Measure AA (Transportation Sales Tax), Measure B (Vehicle Registration Fee), and state funding, as well. It should be noted federal funds administered by Caltrans through their local assistance office are not eligible for use under this contract.

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. Work proceeds after the TAM Board approves funding for the overall work element. Note that major efforts in planning or project delivery are managed through separate requests for proposals/ competitive processes.

In early 2017, TAM staff released a Request for Qualifications (RFQ) for Program / Project Management, Construction Management and Oversight Services for Various Projects in Marin County.

Staff estimated work needs based on projected workload through 2022. The advertised scope of services included:

- 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 reporting requirements for claimants;
- Development of annual revenue and expenditure updates to the Measure A and Measure B Strategic Plans, as well preparation of biennial updates to the Strategic Plans;
- Development of public outreach and educational programs and materials;
- Assist as necessary for development of elements of the Regional Transportation Plan and any Countywide/local transportation planning;
- Assist with development of Community Based Transportation Plans;
- Assist with management of Transportation Demand Management Programs;
- Assist with a potential Transportation Sales Tax Expenditure Plan, including outreach, educational products, analysis of costs and revenues, plan development and review, and other items as needed;
- Development of grant applications, management of grant coordination among partner agencies, and management of grants once received;
- Provide transit studies;
- Monitor and provide expert assistance in the preparation and maintenance of TAM's various Transportation Demand Programs such as Emergency Ride Home, Dynamic Ridesharing, and Vanpool Incentives;
- Provide assistance as necessary for management of TAM's Crossing Guard Program;
- Provide traffic studies including counting;
- Provide legal expertise on transportation issues and other issues;
- Provide programming expertise;
- Provide assistance in preparation of PS&E for TAM or local agencies;
- Provide Environmental studies and various documents for NEPA and CEQA.

Two teams presented outstanding qualifications - one was primed by Hill International, Inc. and the other by CSW/Stuber-Stroeh Engineering Group Inc. The Hill International team consisted of Quality Engineering Inc., Substrate Inc., CDM Smith, WRA Inc., The Their Group, TJKM, Hanson Bridgett, and ARUP. The CSW team is listed separately below.

A selection panel reviewed the qualification packages and conducted interviews. The panel consisted of representatives from Marin County, Sonoma County Transportation Authority, and TAM. Both teams were eminently qualified to perform the work; however, the panel ultimately recommended the CSW/Stuber-Stroeh team due to their exceptional qualifications and experience. At the April 2017 meeting the TAM Board awarded a not to exceed 5-year contract totaling \$5 million to the team headed by CSW/Stuber-Stroeh set to expire in April of 2022.

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

David J. Powers Assoc PDM Group	CEQA/NEPA Consulting; Program Management, Project Delivery, Strategic Planning, Performance Standards, and Reporting Requirements;
Vali Cooper & Assoc. Advance Project Del.	Performance Standards, and Construction Management; Project Controls, Project Prioritization, Strategic Planning, Project Oversight, Funding Sources, and Crossing Guard Coordination;
Alta Designs	Strategic Planning, Project Prioritization, and Funding Sources;

Nelson\Nygaard	Public Outreach, TDM Programs, RTP Management, and Long Range Planning;
VSCE, Inc.	Public Outreach, and Long Range Planning;
Parisi Transportation	Local Agency Design Support, Traffic Engineering, and Long Range Planning;
HNTB	Project Planning and Delivery;
Rick Ruvolo Consulting	TDM programs (transitional period);
Christy Garland	TDM programs;
WRA	Environmental Studies;
Green Valley Engineering	Local Agency Design Support;
W-Trans	Traffic Engineering;
Nossaman LLP	Legal Transportation Special Counsel
BKF	Project Design and Delivery;
Hayden Partners	Public Outreach and Media Presentations;
Evans and DeShazo	Cultural Resources

Sine the execution of the contract, one team member was added, Ian McAvoy Management Consultants. This team member will assist with TAM's Alternative Fuel Programs.

The prime consultant CSW/Stuber-Stroeh will 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.

## **DISCUSSION**

The On-call contract authorizes work through a Task Order System with associated deliverables, schedule and budget. Task Orders will only be issued after a source of funds has been identified for the proposed work and it is listed in the approved TAM budget.

The Task Order Manager will be responsible for verifying that sufficient funds are available and authorizes payment for the individual Task Order. The Contract Manager has the responsibility for scope, schedule, and budget for the overall contract as well as federal invoicing requirements, DBE utilization and required insurance.

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. The work product is either listed in the budget as an individual item or part of the PMO budget line. Task Orders can be amended as situations evolve. Task orders contain a scope, duration, and a not to exceed amount.

Work is initiated by a Task Order Manager issuing the next sequential Task Order after verifying sufficient funding exists. CSW/Stuber-Stroeh will review the Task Order and determine, often after discussion with the Task Order Manager, the appropriate members of the team to be utilized.

Every Task Order contains a required Disadvantaged Business Enterprise (DBE) utilization percentage for that Task Order, with an overall contract goal of 13%. TAM participates in Caltrans State DBE program. While the Caltrans program is an average of all participants and does not penalize any individual participant for not meeting a contract goal, it is still good practice to strive to meet the Goal. Four of the team members are certified DBE consultants, VSCE, W-Trans, David J Powers, and Evans and DeShazo. Unfortunately, the PMO contract has not had assigned tasks that utilize the expertise of

these firms as of this date. The DBE usage percentage will go up appreciable with recently assigned Task Order work.

### **FINANCIAL IMPACTS**

The consultants are required to meet federal payment provisions and submit overhead rates. The multipliers are compared to established federal accounting standards especially in regards to allowable direct costs. Each firm is allowed to set rates using their actual hourly rates, escalated by the overhead multiplier and profit added, up to 10%. In-lieu of calculated rates, firms are allowed to participate in the Caltrans Safe Harbor Program and utilize the preset rate. In addition, very small firms with limited employees will be using Negotiated Billing Rates.

The approximate amount of payments (through April 2019) directed to each team consultant are shown below:

Advance Project Del.	\$129,317;
Christy Garland Consulting	\$127,506;
Ian McAvoy Management Consultant	\$78,963;
Nelson\Nygaard	\$96,833;
Parisi Trans. Consultants	\$161,987;
Rick Ruvolo Consulting	\$66,281;
HNTB Corporation	\$85,500;
CSW/Stuber-Stroeh	\$115,556;
<b>Total</b>	<b>\$861,945.</b>

Note: A breakdown of the Task Orders by sub consultant is shown in the Attachment.

### **NEXT STEPS**

TAM staff may return later to update continued use to the PMO / On call contract. Annual budgets will continue to show the PMO authorized expenditures.

### **ATTACHMENT**

Attachment: PMO Task Orders

## 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	Consultants Utilized
Task Order 1	Contract Administration	D. Cherrier	Open	4/28/2017	Ongoing	\$ 100,000	\$ 44,620	CSW/ST2 for all work
Task Order 2	Transportation Demand Management	S. McDonald	Open	4/28/2017	6/30/2019	\$ 312,000	\$ 237,642	CSW/ST2 for \$25,052, Christy Garland for \$127,506, Rick Ruvolo for \$66,281, and Nelson\Nygaard for \$18,801
Task Order 3	Crossing Guard Program Management	D. Cherrier	Open	4/28/2017	Ongoing	\$ 200,000	\$ 147,126	CSW/ST2 for \$5,724, Advance Project Delivery for \$110,568, and Parisi Transportation for \$30,834
Task Order 4	Highway 101 Travel Time Data	D. Cherrier	Closed	5/11/2017	12/30/2018	\$ 20,000	\$ 18,494	CSW/ST2 for all work
Task Order 5	Expend Plan Advisory Committe Support	M. Graham	Closed	6/1/2017	11/1/2018	\$ 110,000	\$ 73,365	CSW/ST2 for \$254, and Nelson\Nygaard for \$73,111
Task Order 6	Website and Communication Support	M. Graham	Open	6/2/2017	Ongoing	\$ 60,000	\$ 54,552	CSW/ST2 for \$305, Parisi Transportation for \$52,870, and Nelson\Nygaard for \$1,377
Task Order 7	Investigate Six Interchanges	D. Cherrier	Closed	6/29/2017	12/31/2007	\$ 30,000	\$ 21,153	CSW/ST2 for \$5,003, and Parisi Transportation for \$16,150
Task Order 8	Local Agency and Contract Support	D. Cherrier	Open	6/20/2017	Ongoing	\$ 100,000	\$ 47,653	CSW/ST2 for \$563, Advance Project Delivery for \$18,749, and Parisi Transportation for \$28,341
Task Order 9	Transit Center Relocation Concept	B. Whitney	Closed	8/31/2017	12/31/2017	\$ 19,000	\$ 12,605	CSW/ST2 for all work
Task Order 10	Transportation Planning Support	D. McGill	Closed	11/13/2017	12/31/2017	\$ 4,000	\$ 3,646	CSW/ST2 for \$102, and Nelson\Nygaard for \$3,544
Task Order 11	SR 37 - Seg A Improvement Concept Study	N. Nguyen	Closed	11/27/2017	5/30/2018	\$ 88,000	\$ 85,922	CSW/ST2 for \$422, and HNTB for \$85,500
Task Order 12	Not Used	N/A	N/A			\$ -	\$ -	
Task Order 13	VMT and Delay Data Analysis	D. McGill	Closed	1/19/2018	5/30/2018	\$ 15,000	\$ 15,000	CSW/ST2 for \$152, and Parisi Transportation for \$14,848
Task Order 14	Planning & Programming Support for EV	N. Nguyen	Open	4/6/2018	6/30/2020	\$ 182,000	\$ 80,900	CSW/ST2 for \$1,937, and Ian McAvoy Consult for \$78,963
Task Order 15	Effect of Ramp Metering on Bridgeway	B. Whitney	Closed	6/1/2018	12/31/2018	\$ 21,000	\$ 14,870	CSW/ST2 for \$323, and Parisi Transportation for \$14,547
Task Order 16	Route 131 PS&E	B. Whitney	Open	11/27/2018	12/31/2019	\$ 95,000	\$ 4,397	Paris Transportation for all work
Task Order 17	Bus on Shoulder Cost Estimate	D. McGill	Open	3/19/2019	12/31/2019	\$ 5,000	\$ -	
Task Order 18	Alternative Fuel Marketing Support	N. Nguyen	Open	4/12/2019	4/30/2020	\$ 78,000	\$ -	
Task Order 19	I-580/Sir francis Drake Traffic Counts	D. Cherrier	Open	4/30/2019	12/31/2019	\$ 45,000	\$ -	
<b>GRAND TOTAL</b>							<b>\$ 861,945</b>	<b>\$ -</b>

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