**Administration and Projects Committee STAFF REPORT**

**Meeting Date:** June 4, 2015

<table>
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<tr>
<th>Subject</th>
<th>Program and Project Management Services – Authorization to Execute Agreement No. 435 with Stantec Consulting Services, Inc. (Stantec) for Program/Project Management and Project Control Services for Measure C and J Projects</th>
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<tr>
<td>Summary of Issues</td>
<td>In response to Request for Statement of Qualifications and Proposal (RFP 14-5) issued on February 6, 2015, the Authority received three Statements of Qualification (SOQ) and Proposals from firms interested in providing the Authority with Program Management and related services. The consultant teams were interviewed on March 5, 2015 by a panel of Authority staff from the Projects, Finance and Planning departments. The interview panel ranked the Stantec team as the most qualified based on the qualifications and services listed in RFP 14-5. At its meeting on April 15, 2015, the Authority authorized staff to begin contract negotiations on scope and fee with Stantec and to issue a Notice to Proceed (NTP) for an amount not-to-exceed $200,000. Staff successfully completed negotiations and a detailed scope and fee have now been developed covering the two-year term of the proposed agreement.</td>
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<td>Recommendations</td>
<td>Staff seeks authorization for the Chair to execute Agreement No. 435 with Stantec in the amount not-to-exceed $5,990,000 to provide Program/Project Management and Project Control services from July 1, 2015 through June 30, 2017, and authorize the Executive Director to make non-substantive changes as needed.</td>
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<td>Financial Implications</td>
<td>Resources are available from Measure C and J Program Management funds (up to 1.5%) and other funds in individual project financial plans.</td>
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<td>Options</td>
<td>The Authority could request staff re-negotiate the scope and/or fee.</td>
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<td>Attachments</td>
<td>A. Letter from Stantec dated May 27, 2015</td>
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B. Scope of Services

Changes from Committee

Background

In response to RFP 14-5 issued on February 6, 2015, the Authority received three SOQ and Proposals from firms interested in providing the Authority with Program Management and related services. After a review of the SOQ and Proposals to verify overall qualifications, all three consultant teams were invited to participate in interviews on March 5, 2015. Considering both the SOQ and Proposal scoring and the results of the interviews, the selection panel ranked the Stantec team as the most qualified team. On April 15, 2015, the Authority authorized staff to begin negotiations with Stantec regarding the scope and fee for these services.

Authority staff worked with Stantec to develop the detailed Scope and Fee (Attachment A) organized around the major tasks outlined below:

- Task 1 - Management and Administration
- Task 2 - Project Management
- Task 3 - Local Agency Assistance
- Task 4 - Project Controls and Contract Administration
- Task 5 - Funding and Programming Support
- Task 6 - On-call Specialty Services

The proposed total budget for these services over the two-year term of the agreement is $5,990,000. The average annual cost for these services exceeds the average annual cost of the proposed services by approximately 20 percent. The justification for the increased cost includes customary escalation, temporary increased level of effort during planned leave of Authority staff member, anticipated increased level of effort to assist in various calls for projects and related programming support, and new services for project expediting and for support of the Authority's expanding Intelligent Transportation Systems (ITS) program.
May 27, 2015

Ross A. Chittenden, PE
Deputy Executive Director, Projects
Contra Costa Transportation Authority
2999 Oak Road, Suite 100
Walnut Creek, CA 94597

Dear Ross,

Attached please find the Scope of Services and Budget Summary for Stantec Consulting, Inc to provide Program and Project Management Service to the Contra Costa Transportation Authority (CCTA). The attached detailed Scope of Services includes the following major tasks:

Task 1 - Management and Administration
Task 2 - Project Management
Task 3 - Local Agency Assistance
Task 4 - Project Controls and Contract Administration
Task 5 - Funding and Programming Support
Task 6 - On-call Specialty Services

The budget for these services for the two year period of July 1, 2015 through June 30, 2017 is $5,988,938.

The Stantec Team looks forward to partnering with you in the delivery of the CCTA program. If you have any questions regarding this submittal, please feel free to contact me at (415) 505-5866 or via email at habib.shamskhou@stantec.com.

Regards,

[Signature]
Habib Shamshkhou
Principal and Practice Leader, Transportation
Phone: (925) 296-2118
Cell Phone: (415) 505-5866
CCTA PMO SERVICES- PROPOSED SCOPE OF SERVICES

Task 1 Management and Administration
This Task will includes coordination with AUTHORITY management and staff to plan routine and on-call services; assign Project Managers, Construction Managers and Contract Managers; coordinate sub-consultants; monitor and control contract budgets; and ensure that services are consistent with the overall mission of the AUTHORITY. This Task also includes general administrative support activities to assist the Authority in delivering the program. Activities under this task include:

a) Manage and oversee the performance of the CONSULTANT team. This includes developing a staffing plan and contract budget; managing and matching resources to provide required services within established timelines and budget; maintaining quality control over the products and services provided by the CONSULTANT team; submitting timely and accurate invoices for CONSULTANT services; and other miscellaneous management and administrative tasks necessary to perform the work.

b) Assist staff in developing policies and procedures that will be used in the administration of programs and projects included in Measure J;

c) Coordinate with AUTHORITY management to implement staff career development and training opportunities for AUTHORITY employees in order to develop project management and project delivery skills;

d) Establish and oversee the program management office in performance of project portfolio management and project control services;

e) Develop / maintain hard-copy and electronic project filing systems, perform document management, maintain electronic records, etc.;

f) Receive consultant invoices, perform quality control, and enter into the AUTHORITY’s financial systems;

g) Develop / maintain project fact sheets and other project information;

h) Develop and support public informational materials, media requests, miscellaneous presentations, etc.; and

i) Coordinate and schedule meetings and events.

Task 2 – Project Management
Stantec will provide Project Managers to support the AUTHORITY in oversight of projects or project components whenever the AUTHORITY is responsible for project deliverables. Project Manager’s responsibilities will include day to day oversight of projects in both the project development phase as well as in the construction phase. Project Manager and Construction Manager responsibilities will also include contract management activities including development of scope and fee, monitoring costs and progress and contract close out. Typical tasks will include:
a) Develop and maintain a detailed financial plan for each project by fund type, project phase and year of fund expenditure;

b) Develop and maintain a detailed project activity and milestone schedule;

c) Develop and maintain a Project Management Plan including scope, costs, schedule, risks and other plans necessary to manage assigned projects;

d) Allocate available projects funds to activities and contracts;

e) Identify and develop strategies to mitigate project risks;

f) Prepare Memoranda of Understanding and Cooperative Agreements;

g) Develop consultant scopes-of-work, and negotiate contract language on behalf of the AUTHORITY;

h) Interact with other public and regulatory agencies, utility companies and Caltrans to control project budgets and schedules;

i) Monitor and review right-of-way acquisition property management processes, and coordinate transfer of title to appropriate entity;

j) Attend project development team meetings and other stakeholder and community meetings as the AUTHORITY’s representative for the project;

k) Employ project management and project control techniques to support the delivery of projects within approved scope, schedule and budget;

l) Develop newsletters and/or other communication tools to engage the general public;

m) Meet with individual property owners and other stakeholders on behalf of the AUTHORITY to explain potential project impacts;

n) Develop consultant scopes-of-work, plan and administer the consultant selection process, and negotiate contract language on behalf of AUTHORITY;

o) Manage consultant contracts for project study reports, environmental clearance, final design, right-of-way acquisition, and construction management, and ensure that associated project deliverables meet the project requirements and terms of consultant agreements;

p) Monitor contract budgets, review and recommend approval of invoices, and coordinate / resolve budget issues on assigned contracts;

q) Meet with the A&E consultant project manager to review work and ensure that the work meets the needs of the project;

r) Develop cost and schedule forecasts to complete. Communicate progress with the Project Manager and maintain information in the AUTHORITY’s Project Control System;

s) Employ project management and project control techniques to ensure
contracts are delivered within approved scope, schedule and budget;

t) Monitor contract terms and identify the need to evaluate contracts for extensions or amendments; and

u) Coordinate development of the construction contract bid package with the design and construction management consultants;

v) Oversees the advertisement and award of construction contract;

w) Directs the work of the construction management consultant in administering the construction contract;

x) Represents the AUTHORITY in meetings with the construction contractor and other stakeholders;

y) Foster a partnering relationship with the construction contractor, construction management consultant, facility owner (generally Caltrans or local jurisdiction) and other stakeholders;

z) Review and recommend approval of contractor progress payments;

aa) Review and assist in the analysis of contractor schedules, claims and change orders;

bb) Ensure that the work is executed in accordance with encroachment permits, environmental permits, cooperative agreements and other requirements of facility owner and regulatory agencies;

c) Perform Labor Compliance and other contract compliance reviews;

d) Oversee and direct work of construction management consultant to ensure compliance of contractor with certifications and licenses; materials certification and testing; labor compliance and other contractual compliances, and

e) Execute construction close-out including resolution of transferring facility to facility owner, resolving claims and development of as-built plans and other project records, and

ff) Develop staff reports for AUTHORITY Board and committee meetings.

Task 3 – Local Agency Assistance

Stantec will monitor and report on local agency and transit district projects funding by Measure funds or funds programmed by the AUTHORITY as CMA (Measure capital projects, STIP, OBAG, etc.) and Measure J “programs” such as Safe Transportation to Schools, TLC, PBTF, etc. Typical tasks include the following.

a) Coordinate with project sponsor to initiate projects and project phases and obtain appropriation of Measure funds, authorization and obligation of federal funds (E-76) or other actions to obtain approval to expend funds;

b) Develop funding resolutions, memorandum of understanding and
cooperative agreements;

c) Coordinate with project sponsor to obtain project delivery and financial status, and assist proponents when possible in resolving project issues;

d) Maintain project delivery schedules for each project based on periodic updates from sponsor;

e) Schedule projects for peer review consistent with AUTHORITY policies and assist in peer reviews of individual projects;

f) Work with project sponsors to expedite project delivery;

g) Assist sponsors in moving from one phase of a project phase to a subsequent phase;

h) Assist project sponsors with respect to Measure program requirements, federal aid (obligations, Request for Authorization (RFA) submittals, project reporting, etc.) and Caltrans local assistance processes, and other requirements from funding agencies for those funds programmed by the AUTHORITY;

i) Review and recommend approval of invoices; and

j) Ensure that projects are closed out in accordance with funding requirements;

**Task 4 – Project Controls and Contract Administration**

The AUTHORITY has initiated the process of implementing a Project Management and Controls System (PCS). Stantec will complete the implementation of the PCS, including providing refinements to the PCS as needed. The PC will identify all projects in the AUTHORITY’s capital projects program and Measure J programs; track the status of estimates and funding for each project; track allocations and expenditures over time for individual projects; track contracts and agreements; and maintain project schedules and milestones. Stantec will also provide support and assist the AUTHORITY staff and legal counsel in developing and administering standards for consultant selection and contract administration. Typical services include:

a) Develop and maintain contract and agreement templates and boilerplate language;

b) Prepare and negotiate consultant contracts, cooperative agreements, etc.;

c) Assist AUTHORITY in developing and tracking Disadvantaged Business Enterprise (DBE) goals and utilization, and

d) Develop and maintain contract close-out procedures in accordance with AUTHORITY’s policies and funding requirements.

e) Support all functions of the PCS including the following:

- Maintains project inventory;
- Tracks project cost estimate, schedule and scope;
- Tracks contracts, cooperative agreements, and other defined cost items.
(agreements) by project;

- Maintains a detailed financial plan for each project summarized by phase, fiscal year and fund type, including the amounts allocated to planned or executed contracts and agreements;

- Record expenditures for all agreements based on the AUTHORITY’s accounting system (Logos);

- Summarizes anticipated future costs over time with the ability to segregate expenditures by quarter or fiscal year for budgeting, strategic planning and fund balance management activities;

- Provides tabular and graphical reports to assist project managers in monitoring project progress and controlling project costs and schedules; and

- Provides other value-added functions to assist in delivering the AUTHORITY’s programs.

f) Review and update the following documents:

- Project Management and Control Guide
- EcoSys Enterprise Planning and Control (EPC) Solution
- Logos general ledger accounting system (New World)
- Other miscellaneous forms and tools

Task 5 – Funding and Programming Support

Stantec will support the AUTHORITY activities in a variety of programming, funding and planning tasks as well as support for strategic plan, financial services and budgeting activities. Typical tasks include:

a) Assist in the implementation and tracking of projects stemming from Measure J programs such as TLC, Safe Transportation for Schools, the regional Safe Routes to Schools programs, and local and regional bicycle and pedestrian projects, etc.;

b) Assist in the development of county-wide strategic plans for a range of funding programs;

c) Assist to identify State Transportation Improvement Program (STIP) funding opportunities, and develop documents to program and obtain allocations of funds;

d) Assist to identify State, federal or regional grant opportunities and develop grant proposals that conform to grant requirements;

e) Assist the AUTHORITY and local jurisdictions in programming projects in the Federal Transportation Improvement Program (FTIP); and
f) Assist the AUTHORITY with coordination of the CTPL and the CMP CIP with other funding programs and opportunities.

g) Assist staff in budgeting annual grant revenues;

h) Assist in determining the most advantageous “mix” of fund types in project financial plans so as to use grant revenues as early as possible, thereby minimizing the use of Measure C/J funds in advance of grant reimbursement.

i) Assist staff in preparing requests for grants and identifying grant-eligible costs to avoid commingling them with bond expenditures;

j) Process grant invoices and reimbursement requests. In cooperation with the Chief Financial Officer and Finance Manager, plan strategic use of funds; establish and maintain accounting structures for Measure and other funds, prepare reimbursements requests; maintain a grant fund receivable tracking system; and work with granting agencies to resolve any delays or disagreements regarding eligible items. Effectively use AUTHORITY financial system to identify and categorize grant-eligible items as they are incurred and to run reports for project and grant needs;

k) Support finance staff. Support AUTHORITY staff by understanding the process for accounts payable and accounts receivable in the context of project delivery requirements. This will include a working knowledge of the AUTHORITY’s financial system and workflow process and familiarity with AUTHORITY-sponsored projects;

l) Maintain cash flow model. Maintain a detailed monthly cash flow model and draw schedules for projects and programs to assist the AUTHORITY in its financial investment decisions;

m) Annual Audit support. Support AUTHORITY staff during the annual audit. Tasks include annual accruals of submitted grant reimbursement requests, project accruals and analysis of budget to actual variances for project funds. Assist staff in the federal Single Audit by preparing data on annual carryover amounts, annual expenditures, and remaining balances for each grant; and

n) DBE assistance. Support Chief Financial Officer/DBE Liaison Officer in implementing DBE Program. Tasks include preparation of the annual DBE submittal, development of DBE goals for the AUTHORITY’s federally-funded contracts, and communicating changes in the DBE program to staff.

o) Communications Support. Support AUTHORITY in communicating Measure programs benefits and achievements, and formulate communications strategies for specific projects

p) Support of the AUTHORITY’S CMA functions

Task 6 – On-call specialty services
Stantec will provide resources for on-call specialty and support services as needed to support projects, programs and administrative needs of the AUTHORITY. Focus specialized areas include support of the AUTHORITY Intelligent Transportation Program and support in the advancement of the TriLink Project. Services include, but are not limited to:

a) Support in expediting project delivery and troubleshooting project obstacles. This may include issue resolution with Caltrans, local jurisdictions, regulatory parties and other stakeholders.

b) Evaluation of procurement methods for the environmental phase of the TriLink Project

c) Support of I-80 Integrated Corridor Management (ICM) Implementation;

d) Support of SR-4 Integrated Corridor Management Program;

e) Support of Connected Vehicle Pilot Program Initiatives in collaboration with automobile manufacturers, other equipment manufacturers and other industry partners;

f) Support Advanced Arterial Traffic Management Systems

g) Support efforts to convert HOV Lanes to Express Lanes in collaboration with MTC and the Bay Area Infrastructure and Finance Authority (BAIFA).

h) Environmental and biology specialists

i) Utility coordination

j) Right of way services

k) Mapping & GIS