

I. REQUIRED SCOPE OF SERVICES, DELIVERABLES and STAFFING

This solicitation is intended to provide the Alameda CTC with a range of services required to provide different models of student transit pass programs in Alameda County. To the highest degree possible, the selected team will coordinate the implementation and evaluation of all programs implemented in Alameda County as described in the Scope of Services attached hereto as **Attachment A** and hereby incorporated herein.

1. Proposal Format and Content

Proposals shall be printed, bound, and be: 1) brief, yet clearly respond to all requests in the Scope of Services and RFP, and 2) not include any irrelevant promotional material. Please submit ten (12) hard copies and one (1) electronic CD copy in pdf format of your RFP.

2. Proposal Content

It is expected that proposals submitted to Alameda CTC will be of professional caliber in content and appearance. All descriptions and information should be clear and concise and provide sufficient information to minimize questions and assumptions. Alameda CTC accepts no financial responsibility for any costs incurred in the preparation of proposals. Upon receipt at the Alameda CTC office, all proposals submitted in response to this RFP will become the property of Alameda CTC.

The following sections of the proposal should not exceed a total of 35 total typewritten pages in length (8-1/2"x11"). The minimum font size shall be 12 points. The cover, cover/transmittal letter, detailed resumes, tabs and appendices (Attachment C – Required Forms) are not counted toward the 35-page limit. Elaborate brochures, unnecessary promotional materials or other presentation material not related to this Scope of Services should not be included. The proposal content and format of the proposal should demonstrate the professionalism, creativity and cost consciousness of the team.

COVER LETTER

Summarize the makeup of the team, key approaches and any other information pertinent to the RFP and:

- Include an original signature of an officer authorized to bind your firm/jurisdiction contractually;
- State that the proposal is firm for a 90-day period from the proposal submission deadline;
- Provide the name, title, address, e-mail address and telephone number of the individual to whom correspondence and other contacts should be directed during

the selection process;

- Provide the name, title, address, e-mail address and telephone number of the individual who will negotiate with Alameda CTC and who can contractually bind the selected team; and
- Detail any proposed co-venture arrangements such as revenue/profit sharing or subcontractor participation.

TITLE PAGE

The title page should indicate the RFP subject, name of the proposer's firm, including sub-consultants, local address, name, e-mail address, telephone number of contact person and the date.

TABLE OF CONTENTS

SECTION A: Response to Scope of Services

- 1. Work Plan** - This section of the proposal shall establish that the proposer understands the project objectives and work requirements and shall describe the proposer's ability to satisfy those objectives and requirements. Succinctly describe the proposed approach for addressing the required work, outlining the activities that would be undertaken in completing the various tasks and specifying who would perform them. Include a timetable for completing all work. The proposer also may suggest technical or procedural innovations that have been used successfully on other projects and which may facilitate the performance of the services and which may not be specifically called out in this RFP. Additional items included that are not specifically requested in the RFP must be described clearly as "additional or optional tasks." Provide a detailed explanation of the approach for completing the work and addressing the tasks identified above.
- 2. Expertise and Approach** - This section should include a description of your team's proposed approach to your assignment at Alameda CTC, reflecting your understanding of Alameda CTC's needs, and detailing the expertise of the team, including all subcontractors, in specific areas of interest to Alameda CTC. Describe how your team's expertise will be practically applied to fulfill the Scope of Services, including how the team will implement the contract, if awarded. This section may include key areas of consideration and the rationale for implementing the contract as proposed. Identify how the team's expertise and approach will add value to Alameda CTC's work. The key approach must include, at minimum, a one page summary detailing the overall comprehensive approach for managing and implementing the full scope of services.
- 3. Management Plan** - The proposal should describe your approach to client communications and coordination. Describe methods of planning, scheduling, delivery

of tasks, coordination meeting strategies and how the team will provide updated and accurate information to Alameda CTC for the duration of the contract. Describe how management of the team members and subconsultants will be handled as well as managing budgetary controls and avoiding exceeding resources allocated for specific tasks.

SECTION B: Proposed Staffing Plan and Availability

Designate the Principal-in-Charge and the Project Manager who will serve as Alameda CTC's key contacts throughout the duration of the contract. The proposal should identify all key team members, describe their specific roles/responsibilities for this contract, and indicate the percentage of the total contract hours that each member will spend on the contract and any other assurances as to their ability to provide the requested services in a responsive and timely manner. For firms/jurisdictions with multiple offices, proposals must clarify which resources are available directly out of the local office. For all key team members, the proposal should include a brief resume describing similar contracts on which they have been involved and their role on that contract, their availability over the duration of this contract, and a description of the benefits the person brings to the team. Full resumes may be included in an appendix. Any substitution of key staff after submittal of the proposal or during the contract will require prior written approval from Alameda CTC.

Describe the qualifications and expertise of your proposed team, including all subcontractors, in providing services for clients comparable to Alameda CTC. Include a brief description of each organization's size as well as the local organizational structure. List principals and partners and specify the location of the office that will serve Alameda CTC's needs. Include a discussion of each team member's capacity and resources. Provide reference contact information. Additionally, this section shall include a listing of any lawsuit or litigation and the result of that action resulting from (a) any services provided by the Proposer or by its subcontractors where litigation is still pending or has occurred within the last five years or (b) any type of project where claims or settlements were paid by the consultant or its insurers within the last five years.

SECTION C: Budget

Provide a full description and time breakdown for each task contained in the Scope of Services, detailing your firm's ability to understand and provide services in an effective manner. An estimate of hours by task for all team members should be provided. Total estimated hours should be provided for each task and for each team member.

- A description of billing procedures.
 - Proposer shall submit the following:
 - The overall price and budget, showing the level of effort and cost breakdown by tasks identified in the scope.

- Provide cost breakdown by sub-contractors, if any, and indicate the Local Business Contract Equity goal attainability, based on current certification at time of proposal submission.

Consultant also may include additional recommended tasks, if desired, which should be clearly identified as optional tasks and should be included as separate line items in the proposed budget.

The top-ranked proposer will be required to participate in negotiations, which may result in revisions to their proposals. The cost and method of compensation will be negotiated with the top-ranked proposer.

SECTION D: Performance Measures

Provide a list of proposed performance measures that could be used during the course of the contract, if selected, to evaluate deliverables and services performed. If selected, these will be negotiated with staff during contract negotiations and final performance measures will be incorporated into a Contract.

SECTION E: Appendices

- **Debarment, Suspension, Ineligibility**

On all federal aid contracts and all related subcontracts of \$25,000 or more, the consultant and subconsultants must certify they are in compliance with this provision. This includes subconsultants, material suppliers and vendors.

Each participant in the contract must certify “that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal agency and they have not been convicted or had civil judgment rendered within the past 3 years for certain types of offenses” See Attachment C – Required Forms. A publication titled, “A Listing of Parties Excluded from Federal Procurement and Non-procurement Programs” is available electronically via the internet at <http://epls.arnet.gov>

- **Lobbying Certification**

On all federal-aid construction contracts and to all related subcontracts of \$100,000 or more, federal funds may not be used to provide financial gain to a member of congress or a federal agency. Awarding a federal-aid contract to a constituent would be an example of financial gain. This applies to contractors as well as subcontractors. A certification that the contractor has not and will not use federal funds to make any payments for lobbying must be included in the contract proposal (Attachment C – Required Forms).

Payments of nonfederal funds to any lobbyist must be disclosed on Standard Form LLL “Disclosure of Lobbying Activities” (see Exhibit 12-E, Attachment G), and if there are disclosures, included in the contract proposal.

○ **Pre/Post Award Audit**

A pre/post-award audit is required for consultant contracts with state or federal-aid highway funds in the contract. The Consultant shall be aware that if a pre-award audit is to be performed, full cooperation with the Caltrans auditors is to be expected. The pre-award audit recommendations from Caltrans shall be incorporated in the contract.

If Caltrans approve post-award audit, the CONSULTANT shall agree to the following contract language below:

CONSULTANT acknowledges that this AGREEMENT and the cost proposal is subject to a post award audit by Caltrans. After Alameda CTC receives any post award audit recommendations from Caltrans, the cost proposal and/or the total compensation figure above shall be adjusted by CMA to conform to the audit recommendations. CONSULTANT acknowledges and agrees that individual cost items identified in the audit report may be incorporated into this AGREEMENT at Caltrans’ sole discretion. Refusal by CONSULTANT to incorporate interim audit or post award recommendations will be considered a breach of the AGREEMENT and cause for termination of the AGREEMENT.

After any post award audit recommendations are received, the Cost Proposal shall be adjusted by the Alameda CTC to conform to the audit recommendations.

○ **Conflict of Interest**

Provide a list of any potential conflicts of interest in working for Alameda CTC. This section must include, but is not limited to, a list of clients/partners who are cities in Alameda County, Alameda County or transit or transportation agencies operating in Alameda County, and a brief description of work for these clients/partners. Please identify any other clients/partners that would pose a potential conflict of interest as well as a brief description of work you provide to these clients. This list must include all potential conflicts of interest within the year prior to the release date of this RFP as well as current and future commitments to other projects.

○ **Assurances and Miscellaneous**

Provide a list of contracts terminated prior to completion (partially or completely) by clients for convenience or default within the past three years. Include contract value, description of work, reason for termination, contract number, name and telephone number of contracting agency.

Provide a list of current and future commitments to other projects in sufficient detail to confirm ability to commit to Alameda CTC needs.

Provide a list of current clients.

II. ADDITIONAL INFORMATION

For additional information, the following materials are available:

- 2012 Alameda County Transportation Expenditure Plan
- Alameda County Countywide Transportation Plan

WORKING DRAFT

ATTACHMENT A
Scope of Services

WORKING DRAFT

I. Background

Purpose of the Student Transit Pass Program

The purpose of the Student Transit Pass Program (STPP) is to expand access opportunities to schools on transit by testing different models of student transit pass programs for middle-school and high-schools students in Alameda County that can serve the geographically different areas of the County. Students at participating middle schools and high schools will receive transit passes that will provide access to transit services for transport to school and afterschool activities, including jobs during the project period. The model programs will be evaluated for effectiveness and successful models will be implemented throughout the County to all youth in middle schools and high schools. The initial student transit pass program will run for three years. Different models will be tested to address the differences in geography, transit service availability, and economic needs in different areas of the County. The aim of the initial model programs is to gather data to determine success factors for implementing a program for all middle and high school students in Alameda County. The program is for Alameda County students who go to schools in Alameda County.

Program Objectives

The objectives of the student transit pass program include the following:

- Eliminate barriers to transportation access to schools to enable increased school attendance and youth engagement in school, after school programs, jobs, and other learning opportunities, with the aim to support improved academic performance and graduation rates
- Increase transportation options for transit travel to school with the use of a student transit pass, which may also ease financial burdens on families
- Increase student transit ridership with the aim of educating a new generation of transit riders, including about the relationship between travel choices and their environmental effects
- Expand transit access to all students in middle and high schools
- Leverage other programs to provide benefit to the model programs implemented including, but not limited to the Alameda County Safe Routes to Schools Program and the Alameda County Travel Training program (as modified to suit the needs of students), and workforce development-type programs appropriate for high school students.

Each objective is expected to be evaluated and measured over the course of the project.

Transit operators

Transit operators in Alameda County may be involved in the program include:

- Alameda-Contra Costa Transit District (AC Transit)
- San Francisco Bay Area Rapid Transit (BART)
- Livermore Amador Valley Transit Authority (LAVTA and/or WHEELS))
- Union City Transit
- Altamont Commuter Express (as applicable)

- Water Emergency Transit Authority (Alameda County ferries, as applicable)

Transit service by planning areas:

- Central County – AC Transit and BART
- East County – AC Transit, BART, and LAVTA/WHEELS
- South County – AC Transit, Union City Transit, and BART
 - Middle schools and high schools are near AC Transit bus lines and Union City Transit in Union City.
- North County – AC Transit, BART, WETA ferry service
- Unincorporated areas - varies

Committees

Two committees will be established to provide input and feedback on the program, including an Oversight Committee and a Technical Advisory Committee.

The Oversight Committee will periodically receive updates on the program and evaluate its effectiveness. This committee will evaluate program development, implementation and evaluation results. The committee will receive periodic reports on the program progress and will make recommendations on program effectiveness to the Alameda CTC for consideration.

Members on the oversight committee include the following organizations:

- To be determined
- To be determined
- To be determined...

The Technical Advisory Committee will be comprised of program implementation partners who will meet on a regular basis to address implementation issues, evaluate effectiveness and to provide suggestions for program improvements during the course of the program. Members on the Technical Advisory Committee include the following organizations:

- To be determined
- To be determined
- To be determined...

See Exhibit 1 for preliminary schedule [*this will be sent under separate cover*].

Services Requested

The selected team will provide professional and technical services supporting the development and implementation of different models of student transit pass programs in Alameda County. The team will be required to work with the Alameda CTC, the Oversight Committee, the Technical Advisory Committee, transit operators, schools, youth, parents and other organizations engaged in the development, implementation and evaluation of the STPP. The following services are required under this contract:

- Project Initiation, Management and Coordination
- Program Development
- Program Implementation
- Communications, Outreach and Agency Coordination Strategy
- Evaluation and Reporting
- Integration of other programs such as Alameda County's Safe Routes to Schools Program and Alameda County Travel Training programs, as modified for youth, and workforce development programs appropriate for high school students.

Organizational Chart

The project will be administered by the Alameda CTC. *[Project management and organizational chart to be determined.]*

II. Scope of Work

As a part of the responses to each task below, the team is expected to address the following items for the development and implementation of model STPPs:

1. Define and rationalize realistic models for each area of the county that will address the program objectives and identify goals, proposed performance measures and evaluation tools to evaluate effectiveness.
2. Describe how multiple partners will be engaged in the STPP programs to establish successful programs, including strategies for low-income communities.
3. Describe how the proposed approach will tailor each model STPP program to each unique community and how the program will aim to expand participation at each school site.
4. Describe the consultant staff composition and how the proposed approach will identify the needs of and support the multicultural and varied income levels of communities throughout Alameda County.
5. Describe the proposed approach to address barriers to involvement in a STPP program for students, parents and staff at schools.
6. Describe how the proposed approach will address emission reductions as well as public health issues and benefits related to transit use.
7. Describe how technology can play a role in the implementation of the program.

Task 1 – Project Initiation, Management and Coordination

The team will oversee the implementation of the Student Transit Pass Program elements during the course of the project, ensuring that all program elements are implemented effectively.

The work for this task includes managing the program and providing regular progress updates to Alameda CTC and the Oversight and Technical Advisory Committees. As part of this task, the team will meet with Alameda CTC staff to review the purpose of the project, scope of work, project goals and implementation timeline. Alameda CTC staff will provide the team with all relevant documents. Regular management coordination meetings will be held with Alameda CTC staff during the course of the project. The team will provide minutes outlining action items resulting from the coordination meetings. It is anticipated that these meetings will be monthly, but the number of meetings will be based on need and, therefore, a schedule will be developed during the kick-off meeting. The team will be responsible for developing materials for presenting to the Technical and Oversight Committees, Alameda CTC and other agencies as appropriate to report on the development, implementation and outcomes of the program.

- *Deliverable 1.1: Kick-off meeting notes, with follow-up tasks.*
- *Deliverable 1.2: Refined schedule, task budgets, deliverables, and performance measures.*
- *Deliverable 1.3: Monthly progress reports detailing project activities, coordination efforts and goal achievement*
- *Deliverable 1.4: Meetings with Alameda CTC staff, including preparation of agendas and summary notes.*
- *Deliverable 1.5: Meetings with Oversight and Technical Advisory Committees to provide project updates and receive feedback on project deliverables (estimated at 24 meetings over a three year period).*

Task 2 – Program Development

This is a new program for Alameda County. The team will research effective strategies for developing student transit pass programs in each area of Alameda County that will support the program objectives. Based upon an assessment of best practices, which can be based upon outreach and to schools, students, parents and administrators, the team will develop recommended model programs, and a proposed project implementation schedule and detailed task budgets.

The consultant will tailor the program to the unique needs of middle and high school students, with the aim of developing and implementing a program that is easy to administer, is broadly used and does not create any stigma in its use.

The program development must address the following considerations:

Program Parameters

The program parameters include geographic reach, eligibility, program days and hours of operation, technology, accessibility, cost, funding sources, and the ability to leverage other programs and performance measures.

- **Geographic reach:** The program must accommodate geographic differences in Alameda County which include differences in city and county area infrastructure, transit services and transit proximity to schools, and demographics. Models should take into consideration

transition of students from middle to high schools, as well as programs that test an entire school, versus only portions of the student body of a school. The program should consider the following areas in development of initial model programs:

- Areas where access to school from an economic perspective is more difficult
 - Schools that may not have good access to transit (the program needs to identify how service could potentially change to accommodate more schools)
 - Capacity issues for buses during high student use times
 - Schools in high-density as well as less-dense areas
 - Linking middle-school transit use to high-school transit use
- **Eligibility:** The program must be developed in such a way to not create a stigma for any child involved.

Eligibility considerations include, but are not limited to:

- Middle and high school students in Alameda County who go to schools in Alameda County
 - Homeless students, drop-out students, and students in communities of concern
 - Students in after-schools programs not on the school premises
 - Family incomes and affordability
 - Proximity to school sites (i.e. New York has a distance based program that supports walking or biking to school for those who live close to their school)
- **Program days and hours of operation:** The program will provide students with transit access to school, afterschool programs and access to afterschool jobs. Weekends may be considered if cost effective. Time of use may become restricted for program cost considerations. The aim is to allow students access to/from school, after-school programs, tutoring programs, and to potentially allow weekend service. Bell-time and bus-time coordination will be necessary.
 - **Technology:** The goal is to use the Clipper card technology, or some other easily tracked process, and place a student photo on the student id card. Parents and/or a program administrator could have the ability to activate the card. This method allows every student to have access to transit services. Another consideration is how to use Lifetouch photos with the Clipper card to create a smart card. . If the Clipper card technology is used, parents could activate the card for those students that can afford it, and a program administrator(s) could activate and pay for the card usage for those who cannot afford it. Alameda County has approximately 158,000 students, and it would initially cost about \$16 million to provide all students with a free transit pass and approximately \$8 million to provide service to families of concern.
 - **Accessibility:** The program must consider how to address paratransit access for students with disabilities and their eligibility under this program.
 - **Cost:** The program must define if there are different costs to students based upon income and how to implement a tiered program that does not create any stigma for any students.

- **Funding sources:** The transportation sales tax measure will pay for a portion of the program; however, additional funding will likely be required by other sources for long-term program implementation. The team will be required to identify potential funding partners, some of which could include the following:
 - Air District (Transportation For Clean Air funding in response to greenhouse gas reduction)
 - Climate Initiatives Program
 - Federal Transportation Bill and federal education bills/appropriations
 - Job Access and Reverse Commute (JARC)
 - Kaiser and other health organizations and foundations
 - McKinney Vento Act (federal dollars) specifically for homeless students
 - MTC Lifeline
 - Provision 1 and Provision 2
 - Safe Routes to Schools
 - Traffic impact fees
 - Transportation sales tax measure funding (Alameda CTC)

As a part of this task, the team will further develop the program elements and define the work products and performance measures (sample measures are included below) in greater detail, as well as develop and maintain a detailed overall project schedule, including deliverable due dates. All program evaluation activities will be coordinated, and summary reports will be prepared.

Sample project performance measures and program goals may include, but are not limited to, the following:

- To be determined
- To be determined
- To be determined...

Deliverable 2.1: Summary memo on best practices for model student transit pass programs for middle and high school students.

Deliverable 2.2: Final recommendation on program approach.

Deliverable 2.3: Develop detailed schedule, budget and performance measures.

Deliverable 2.4: Program evaluation approach memo, including survey instrument and summary of current demographics and commute patterns among students at targeted schools.

Task 3 – Program Implementation

This task provides for the implementation of model programs identified in the previous task.

[more description to be added]

Deliverable 3.1: Implementation of up to four model programs in middle and high schools.

Task 4 – Communications, Outreach and Agency Coordination Strategy

The consultant will be responsible for developing a plan for the outreach effort and identify key milestones in the process where outreach and solicitation of input will be required. A preliminary schedule has been developed, as shown in Exhibit 1, and should be taken into consideration in the development of the proposed Outreach Plan. The team will evaluate and recommend an approach for additional outreach efforts aimed at including students, parents, teachers, school counselors and administrators, and other appropriate agencies and organizations to meet the objectives of the program.

Alameda CTC

The team will coordinate Alameda CTC staff in preparing materials and making presentations to the Alameda CTC and other required committees and organizations. Over the 36-month period, it is anticipated that six Commission presentations will be required.

Oversight and Technical Advisory Committee

The team and Alameda CTC staff will run the meetings and facilitate discussion for the Oversight and Technical Advisory Committees. Members of the team are expected to prepare materials, facilitate meetings, document meeting outcomes, and be available as support as directed by Alameda CTC staff during the meetings. These groups will meet at regular intervals for the duration of the program to provide input and comment on the program implementation. It is anticipated that over the 36-month process, an estimated total of 24 meetings will be required (based upon quarterly meetings). These two groups will meet separately.

Local Jurisdictions/Organizations

The team will assist Alameda CTC staff in preparing for presentations to other local jurisdictions and organizations as necessary.

Deliverable 4.1: Technical Memorandum outlining outreach approach and key milestones, including a detailed discussion of schedule and approach for working with staff, the established committees, Alameda CTC and other outreach efforts (Draft, Final Draft and Final).

Deliverable 4.2: Agendas, materials and summary notes for meetings.

Task 5 – Evaluation and Reporting

The team, working with Alameda CTC staff and the Oversight and Technical Advisory Committees will develop quantitative and qualitative performance measures that reflect the program objectives and goals. These performance measures will be used to evaluate the model programs and to determine methods for modifying the program as necessary over time, as well as to determine what successful elements need to be included in programs that are implemented after the first three-year period. The team will further define performance measures (sample measures are included below) in greater detail and how they evaluate effectiveness of the model programs against program objectives and goals. All program evaluation activities will be coordinated, and summary reports will be prepared.

The team will give examples of how the performance measures will be applied to the program and to selection of successful elements for future program implementation.

Sample project performance measures and program goals may include, but are not limited to, the following:

- To be determined
- To be determined
- To be determined...

Deliverable 5.1: Technical Memorandum summarizing the performance measures, evaluation methodology and timelines, results of the program evaluation, and the proposed improvements recommended for implementation of long-term programs (Draft, Final Draft, Final)

Deliverable 5.2: Program evaluation results at the end of years 1 and 2

Deliverable 5.3: Final program evaluation of all three years and recommendations for on-going implementation of successful programs.

Task 6 – Integration of other programs

This task includes identification and development of how a student transit pass program can be integrated with other programs such as Alameda County's Safe Routes to Schools Program and Alameda County Travel Training programs, as modified for youth, and integration of workforce opportunities for high school students.

There are many on-going programs in Alameda County that support healthy access to schools and training on how to use transit. The team will be required to evaluate how model programs can be integrated into and be coordinated with the implementation of existing programs in Alameda County with the aim of providing comprehensive student support programs that leverage funding, education, and resources.

Deliverable 6.1: Technical Memorandum summarizing opportunities for student transit pass program integration and coordination with other student supportive programs (Draft, Final Draft, Final).

Deliverable 6.2: Technical Memorandum summarizing program implementation approach, including funding sources, partners, timelines, resources and deliverables.

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