



Request for Proposals

for Planning and Engineering Services for the San Francisco Long Range Transportation Planning Program

Date Issued	Proposals Due	Expected Duration	Budget	DBE Goal	Contact
October 22, 2015	December 9, 2015 at 2:00 p.m.	Three years	\$1,150,000	13%	Erika Cheng Management Analyst 415.522.4831 erika.cheng@sfcta.org

SECTION I – NOTICE

Notice is hereby given that the San Francisco County Transportation Authority (Transportation Authority) is requesting proposals from qualified respondents (proposers) to provide planning and engineering services for the San Francisco Long Range Transportation Planning Program (Project or Program).

Pre-Proposal Conference. Proposers and sub-consultants are encouraged to attend a pre-proposal conference to be held at the Transportation Authority’s offices, 1455 Market Street, 22nd Floor, Hearing Room. See the schedule in Section II for the conference date and time. Attendees are requested to confirm attendance by completing the online registration form at <http://goo.gl/forms/UVhR4yPtAA> by 5:00 p.m. the day before the conference.

Questions. Questions may be submitted in writing on or before the deadline, by e-mail (info@sfcta.org), fax (415.522.4829), or mail to the Transportation Authority; please include “RFP 15/16-03” in the subject line. The Transportation Authority’s responses will be posted to <http://www.sfcta.org/contracting> by the date indicated in the schedule, and any addenda to the RFP will also be made available on that webpage prior to the proposal due date. Please see Section II for all important dates and deadlines.

SECTION II – SELECTION PROCESS SCHEDULE

Date	Phase/Item Due
October 22 2015	Release of RFP
October 27, 2015 5:00 p.m.	Pre-proposal conference attendees requested to submit registration: http://goo.gl/forms/UVhR4yPtAA
October 28, 2015 10:00 a.m.	Pre-proposal conference held at the Transportation Authority’s offices
November 2, 2015 5:00 p.m.	Proposers to submit written questions to Transportation Authority

November 5, 2015	Transportation Authority issues written responses to questions
December 9, 2015 2:00 p.m.	Responses to RFP and sealed cost proposals due. Late submissions will not be accepted and will be returned unopened.
December 18, 2015	Invitation(s) to interview issued to short list of proposers* (if necessary)
January 5-6, 2016	Interviews* (scheduled if necessary)
January 12, 2016	Recommendation to Finance Committee for award*
January 26, 2016	Transportation Authority Board awards contract*

* *Subject to change*

SECTION III - BACKGROUND

The Transportation Authority was created in 1989 by the voters of the City and County of San Francisco (City) to impose a voter-approved transaction and use tax (i.e., sales tax) of one-half of one percent to fund essential traffic and transportation projects as set forth in the San Francisco County Transportation Expenditure Plan (Prop B Expenditure Plan) for a period not to exceed twenty years. Beginning in April of 1990, the State of California Board of Equalization started collecting the sales tax revenues for the Transportation Authority. In November 2003, San Francisco voters approved a new 30-year Expenditure Plan (Prop K Expenditure Plan) that superseded Prop B, and continued the one-half of one percent sales tax.

The Transportation Authority Board consists of the eleven members of the Board of Supervisors (BOS) of the City, who act as Transportation Authority Commissioners; nonetheless, pursuant to California Public Utilities Code Section 131000 et seq., the Transportation Authority operates as a special purpose governmental entity, independent of the City.

The Transportation Authority is designated under State law as the Congestion Management Agency for San Francisco County. In this capacity, the Transportation Authority has a wide range of responsibilities which include preparing the long-range Countywide Transportation Plan, prioritizing state and federal transportation funds designated for San Francisco, developing and operating a computerized travel demand forecasting model, and implementing the state-mandated Congestion Management Program (CMP). The Transportation Authority is also the designated San Francisco Program Manager for the Transportation Fund for Clean Air Program, a state-mandated program that collects an annual vehicle registration surcharge and allocates the funds to transportation projects that improve air quality.

On November 2, 2010, San Francisco voters approved Proposition AA, establishing a new \$10 vehicle registration fee on motor vehicles registered in the City and designated the Transportation Authority as administrator of the fee. Revenues are used for local road repairs, pedestrian safety improvements, and transit reliability improvements throughout the city in accordance with the voter-approved Expenditure Plan.

On April 1, 2014, the BOS adopted a resolution designating the Transportation Authority as the Treasure Island Mobility Management Agency (TIMMA) to implement elements of the Treasure Island Transportation Implementation Plan (TITIP) in support of the Treasure Island/Yerba Buena Island Development Project. The TITIP calls for, and TIMMA will be responsible for implementing, the Treasure

Island Mobility Management Program: a comprehensive and integrated program to manage travel demand on Treasure Island as the development project occurs, including an integrated congestion pricing program with vehicle tolling, parking pricing, and transit pass components Assembly Bill 141 (Ammiano), signed in 2014, established TIMMA as a separate entity, providing a firewall between TIMMA and the Transportation Authority's other functions.

Project Background and Purpose

The Program is a long range, comprehensive multiagency effort to define the desired and achievable transportation future for San Francisco. The effort will produce a roadmap to arrive at that future, including policies, planning, project development, and funding strategies. The key outputs for the Program include a land use and vision document, a major update to the current countywide transportation plan (the San Francisco Transportation Plan – SFTP) in support of the Regional Transportation Plan (RTP, or Plan Bay Area) update, a long-term transit study, a freeway and street traffic management study, and an update to the Transportation Element of the San Francisco General Plan. The close coordination of those outputs and others described below across the involved agencies will make the whole of this effort greater than the sum of its parts.

The Program is a partnership of San Francisco's key planning and transportation agencies and the Mayor's Office (Project Team), as listed below. Each of these entities will have a designated staff member on the Transportation Working Group (TWG) to help guide Program decisions.

- Transportation Authority
- San Francisco Municipal Transportation Agency (SFMTA)
- San Francisco Planning Department (SF Planning)
- San Francisco Office of Economic and Workforce Development
- Office of the Mayor of San Francisco

The multi-agency Project Team will have one Program Manager responsible for coordinating and overseeing the full Program. Specific tasks will be led by one of the partner agencies in close coordination with the Program Manager and the TWG.

SECTION IV – SCOPE OF SERVICES

The Transportation Authority seeks consultant services to support the San Francisco Long Range Transportation Planning Program. The Transportation Authority has budgeted \$1,150,000 for this contract. Please note this is a ceiling and not a target. This RFP provides guidance on level of effort by task by including a percent of overall budget for each major task. If a proposer believes the level of effort for a given task is different by more than 5% of what is shown in this RFP, a written justification should be included in the response. It is anticipated that a contract will be awarded for a 3-year term.

The Transportation Authority does not have office space available for this contract and, with the exception of progress and coordination meetings, all work shall take place at the consultant offices. Proposers should be prepared to mobilize within 48 hours following contract negotiations and contract award by the Transportation Authority Board.

Specific tasks include: 1) work program and project management, 2) outreach and communications, 3) vision, 4) freeway and on-street traffic management study, 5) transit modal concept study, and 6) update to the SFTP. Details are provided below.

Task A. Program Management (Approximately 10% of budget)

The Program will require ongoing program management to ensure coordinated, timely, and thorough deliverables along with cost control. The Project Team as referenced in this document is the multi-agency TWG defined in the introduction above.

Task A1. Work Program

The Consultant shall work with agency staff to develop a revised work program, including a refined scope, schedule and budget. The work program shall be considered a living and breathing document which will be maintained by the Consultant as part of Task A3.

Timeframe: 1 month, beginning in February 2016

Deliverables:

- Draft and Final Work Program

Task A2. Meetings

The Consultant shall lead weekly meetings with the Program Manager and the contract lead at the Transportation Authority. These meetings may also include other members of the TWG to discuss the overall program and any interdependent tasks. The Consultant shall be responsible for creating and distributing the agenda for these meetings, sending out notes and action items from the meeting. The program management meetings are separate and in addition to any task management meetings which should be accounted for within those tasks. The meetings described here pertain to contract administration, overall project budget, scope, and timeline.

Timeframe: Duration of Project

Deliverables:

- Agendas, minutes, and action items from weekly meetings

Task A3. On-going Program Management

The Consultant will maintain the contract scope, schedule, and budget, as needed. Consultant shall also work closely with the Program Manager to ensure coordination between various efforts and tasks within the Program. Consultant is responsible for communicating any budgetary or scheduling issues to the project team as soon as they are identified. Similarly, the Consultant shall communicate if a task request is outside of the original work plan scope completed as part of Task A1.

Timeframe: Duration of project

Deliverables:

- Current scope, schedule, and budget
- Monthly status reports included with invoices
- Invoices meeting Transportation Authority requirements as well as any additional information required by the Program Manager or the Contract Manager

Task B. Outreach and Communications (Approximately 20% of budget)

Carefully coordinated communications will create a unified message and understanding from varied agency, public, and elected stakeholders. While subtasks of the Program may include individual work products, necessitating input from different stakeholders at different times, all messaging shall be carefully coordinated and will be provided in multiple formats and languages in order to obtain larger and more representative input.

Task B1. Outreach and Communications Plan

The multi-agency Project Team shall create an Outreach and Communications Plan to lay out the goals, activities, roles, and responsibilities for outreach and communication for the Program. The document will include: 1) a summary of team roles and responsibilities, 2) outreach goals, 3) protocols for maintaining outreach and communication related project files, 4) describe a wide range of communication channels that will be used, 5) present a high-level schedule of outreach activities and 6) conclude by identifying key stakeholders and issues known as the effort is initiated. This will be a living document maintained over the course of the effort. This document will be completed before the end of procurement and will be ready for Consultant use upon selection of a top ranked firm. The Consultant shall help refine the Outreach and Communications Plan as the program advances.

Timeframe: Refinements to be made throughout project as necessary

Deliverables:

- Refinements to communications plan provided by Project Team (note: Consultant is not responsible for the creation of draft or final communications plan)

Task B2. Round 1 Public Outreach and Engagement: Goals and Values for the Future Transportation System; Existing and Future Conditions

While not yet completed, a general framework for some of the outreach activities has been identified (to be further developed in Task B1). The Consultant will assist in conducting outreach and engagement to: 1) get public input regarding values and goals for the transportation system, 2) inform the public about existing and future conditions, focused on major trends and current forecasts, both at a citywide and corridor-level and 3) to understand people's challenges getting to, from, and around the city to access daily needs and services. The Outreach and Communications Plan, to be developed by agency staff, will develop the framework for the objectives of each round of public outreach and engagement. The first round of public outreach will also include discussions with regional transit providers, Metropolitan Transportation Commission (MTC), and affected adjacent cities (e.g. Oakland, Brisbane, Daly City) as appropriate.

The first round of engagement is anticipated to include:

- 1) Public project kick off workshop/meeting
- 2) Targeted outreach, such as: random sample survey, focus groups, stakeholder interviews, or other methods to get at high-level public goals/values for the transportation system and existing challenges
- 3) Website and social media: launch Program website and develop and launch social media strategy

Consultant shall be responsible for creation of materials for meetings, development of survey instrument, securing locations and providing any equipment necessary for meetings. Consultant shall also be responsible

for summarizing input from meetings. Consultant shall also be responsible for content required for website and any social media updates as needed to support Round 1 outreach.

Timeframe: 2 months, as part of Tasks C2 and C3, March – April 2016

Deliverables:

- Public materials in multiple languages such as survey, interactive web tool, or other materials based on public participation plan, to be determined (TBD)
- Summary of public feedback and/or survey results
- Public website and social media strategy and updates

Task B3. Round 2 Public Outreach and Engagement: Transportation Vision Concepts

Per Outreach and Communications Plan (to be developed in task B1), conduct public outreach and engagement with the intention of informing the public of transportation needs and challenges in the next 50 years and seeking input from the public regarding how to meet the transportation needs of the future, including discussions of high-level priorities and tradeoffs. The outreach will utilize information generated during Task C4, network development, and will inform development of the final Transportation Vision (Vision).

The second round of outreach will focus on seeking feedback on unconstrained transportation vision scenarios and priorities, with the intention that these will inform further modeling and prioritization in the mode-specific studies that follow the Vision, including the Transit Modal Concept Study, the Freeway and Street Management Strategy, the SFTP 2050, and/or the Transportation Element.

Consultant shall be responsible for creation of materials for meetings, development of survey instrument, securing locations and providing any equipment necessary for meetings. Consultant shall also be responsible for summarizing input from meetings. Consultant shall also be responsible for content required for website and any social media updates as needed to support Round 1 outreach.

Timeframe: 2 months, as part of Task C4, October-November 2016

Deliverables:

- Public materials in multiple languages such as survey, interactive web tool, or other materials based on public participation plan, TBD
- Summary of public feedback and/or survey results
- Public website and social media strategy and updates

Task B4. Communications and Outreach for Transit Modal Concept Study, Freeway and Street Traffic Management Strategy, and SFTP 2050

Following completion of the Vision, the Project Team will initiate the Freeway and Street Traffic Management Strategy (see Task D), the Transit Modal Concept Study (TMCS, see Task E), and the SFTP 2050 (see Task F), which will include public engagement specific to those studies. Consultant shall develop an outreach and engagement strategy specifically for the three studies, based on lessons learned during the Vision development. The outreach and engagement strategy around these three components shall build off of the overall program Outreach and Communications Plan, but include more focused strategies to ensure robust public and stakeholder engagement specifically around transit, freeway, and on-street strategies for

the major corridors identified in the Vision in addition to the more constrained funding tradeoffs between different modes as identified in SFTP 2050.

Timeframe: Linked to Tasks D, E and F; see schedule for those tasks

Deliverables:

- Public materials in multiple languages such as survey, interactive web tool, or other materials based on public participation plan, TBD
- Summary of public feedback and/or survey results
- Public website and social media strategy and updates

Task B5. Additional Outreach Activities (10-20% of communications budget)

The Project Team anticipates the need for additional outreach will arise throughout the course of the project. Additional outreach may be requested on a task order basis.

Timeframe: Ongoing

Deliverables: TBD

Task C. Transportation Vision (Approximately 15% of budget)

The Vision will create the guiding framework for crafting the update to the Transportation Element of the San Francisco General Plan and inform the full update of SFTP in advance of the 2021 RTP. It will also inform the modal studies and other ongoing planning efforts that will serve as components of the 2050 SFTP. It is anticipated that the Vision will be a living framework that is revisited from time-to-time to address changes in transportation needs. The Vision will describe an aspirational transportation system for 50 years in the future, and backcast to imagine the policies and investments necessary to get us to that future over time.

The long-term efforts will explore the following questions:

- How much might the city grow (housing and jobs) in the next 50 years? Where will this growth happen and where might it happen given different transportation investments? What are alternative land use scenarios that would best support transportation infrastructure and vice versa?
- How will geographic travel patterns change in the future and what will be the magnitude of these flows?
- What transportation trends that would change the nature of urban travel might we imagine in 50 years? (e.g., changes in demographics and the implication for commuter travel patterns, innovations in technology, trends in shared mobility, attitude changes around mode preference, home-working, changes in spatial and temporal commute patterns, etc.)
- How will we serve the future population (including existing and future demand) to maintain mobility and economic competitiveness? What are the mobility goals for the transportation sector?
- What are the environmental sustainability goals for the transportation sector? How can we minimize environmental impacts from the transportation sector, including greenhouse gas emissions and air quality?

- What are the quality of life and safety goals for the transportation system? How can we minimize conflicts between modes? How/where can transportation investments or changes improve the urban environment physically and socially?
- What is our vision (or alternate visions) for the city’s transportation system in 50 years that meets the goals above? How will people travel to, from, and around the city?
- What big investments are necessary to get to this vision? What are the big moves in terms of new/expanded/enhanced transportation infrastructure? What corridors/screenlines would need additional investments in transportation capacity? What “back of house” investments (e.g. maintenance and storage facilities) will be needed to support this growth?
- How can we optimize our surface transportation networks/allocation of roadway space to help us achieve this vision? How do we resolve tradeoffs between modes?
- What are the big moves in terms of managing transportation demand to help us achieve this vision? What policies will get us there?
- What are the consequences of doing nothing or not implementing the actions that should stem from the vision?
- What strategies should be employed to resolve transportation challenges at a regional scale?
- How can the transportation system serve the geographic and social equity goals of the City?
- How does transportation serve a larger economic strategy?

The Vision would create a master multi-modal vision for the 50-year build-out of the transportation system to meet anticipated needs and goals. This vision will inform and lay the foundation for all long-range transportation planning efforts, including specifically the SFTP 2050, the TMCS, the Freeway and Street Traffic Management Strategy, and the Transportation Element update, as well as other ongoing planning and policy efforts, as appropriate.

Task C1. Land Use Scenarios

The multi-agency Project Team (not the Consultant) shall create three (3) screened land use scenarios for use as part of Task C, and will be completed in advance of Consultant Notice to Proceed. These scenarios shall be for the horizon year 2065 and will include variations on total Association of Bay Area Governments (ABAG) housing and employment projections as well as geography for where growth may occur. A detailed scope of the Land Use tasks can be found in Appendix B.

Task C2. Vision Statement and Goals Framework

Task C2 will develop a written vision statement, high-level transportation goals and objectives, and an evaluation framework for the transportation system. The goals would be high-level policy and value statements about the future transportation system. Objectives would be second-order policy and value statements about same. The evaluation framework would describe the metrics for evaluation without setting specific targets, and would measure the performance of the proposed network in achieving the vision. This framework would help inform the Transportation Needs Assessment (Task C3). Specific targets would be developed in Task C4.

Task C2a. Staff Working Session #1: Define Goals, Objectives, and Metrics for Transportation System

Informed by goals, objectives, and metrics compiled by plans created by other cities, region, or state and past San Francisco efforts (to be compiled by agency staff), hold facilitated working session to develop TWG recommendation regarding goals, objectives, and metrics for the future multi-modal transportation system. The multi-agency Directors' Steering Committee will endorse draft goals framework in advance of public outreach. This would not be a final, fully-developed goals framework, but would be a draft framework, developed enough to be able to elicit meaningful feedback from the public in Task B2. Weighting of goals and objectives would be developed at working session.

Timeframe: March 2016

Deliverables:

- Materials for working session, including agenda, synthesis of other goals and metrics, and any facilitation materials
- Notes from meeting
- Draft vision statement and goals framework (including objectives and metrics with supporting graphics showing exemplary system-level performance, e.g. transit crowding, Vehicle Miles Traveled heat maps, transportation accessibility maps overlaid with communities of concern, etc.)

Task C2b. Develop Final Vision Statement, Goals, Objectives, and Metrics

Based on the results of Task C2a, public outreach, and engagement, develop final vision statement, goals, objectives, metrics, and associated weighting, for future transportation system. This document would be made publicly available (such as on the project website). Weighting of goals and objectives would be further refined based on feedback from the multi-agency Directors' Steering Committee and results of public outreach and engagement.

Timeframe: August 2016, following Round 1 outreach.

Deliverable:

- Final vision statement, goals, objectives, and metrics document.

Task C3. Transportation Needs Assessment

In order to understand the challenges facing San Francisco's transportation system, the Project Team will undertake a comprehensive needs assessment. The assessment will analyze key origin-destination patterns and travel markets to, from, and within San Francisco, looking at existing capacity and operations as well as future demand scenarios and trends. This task will also identify targets to meet the goals finalized in Task C2. In doing so, the team will be able to describe the gap between the existing/planned transportation improvements versus the future vision to be generated in Task C4.

Task C3a. System Analysis and Corridor Identification – Existing Conditions

Using SFTP 2013 existing conditions assessment, new SF-CHAMP model outputs, or other existing conditions data sources, the Consultant shall identify the top 10-15 travel patterns and markets based on origin-destination pairs and describe as neighborhood-level travel corridors (multiple parallel routes that act as a unified travel system) in San Francisco (including regional and pass-through trips) based on demand or other system performance characteristics (e.g., transit crowding). Based on Consultant and Project Team

recommendation, Consultant may look at demand during various times of day as well as week versus weekend to understand specific demand. The size of the corridors will depend on the travel patterns that emerge. The corridors in sum should include all parts of the city, and some areas may be included in multiple corridors, depending on origins and destinations. Proposers are welcome to submit other methods of analysis other than systemwide and corridor.

The Project Team shall provide data outputs for analysis and interpretation by the Consultant.

Timeframe: 2 months, February – March 2016

Deliverable:

- Technical memorandum summarizing analysis, assumptions, and policy decisions to define final list of corridors; the technical memo shall also include maps and graphics depicting the findings

Task C3b. Existing Conditions Analysis

Looking across modes and using various data sources, the Consultant shall characterize the strengths, challenges, and opportunities for each of the travel corridors identified in Task C3a and systems as a whole. The Consultant shall work with the Project Team to recommend a manageable and meaningful subset of data and metrics to describe existing conditions; the analysis shall leverage existing data sources to the greatest extent possible. Potential data sources include:

- Transit operations
 - Muni
 - Automated Passenger Counter & Automated Vehicle Locator – Provides on/off counts of transit passenger by stop for motor coach and trolley coach routes; also provides travel speed and reliability data
 - Muni Equity Strategy baseline data – Summarizes transit performance in Communities of Concern versus overall Muni catchment area
 - Muni Metro Faregates – Provides entry and exit volumes for Muni Metro Stations
 - CMP analysis comparing Muni travel speeds with autos in similar corridors
 - Ridership studies for various transit agencies/projects (e.g. Transbay Transit Center/Downtown Extension, Bay Area Rapid Transit (BART), etc.)
 - Core Capacity Transit Study and Rail Capacity Strategy identified bottlenecks and operational challenges
- Annual Bicycle Count Report – Annual bicycle count data at approximately 50 locations in 2013 and 2014; additional location also collected in 2014
- Automatic Bicycle Counters – In-ground loop detectors at specific locations in the bicycle network
- Pedestrian Volume Model – GIS based pedestrian volume estimation model for each street/block in San Francisco
- Pedestrian safety data (WalkFirst)
- SF-CHAMP mode share and travel data
 - Deep Dive on Top Auto Trip markets, stratified by internal and regional trips

- Analyze by trip distance, time of day
- SFTP 2013 Existing and Future Conditions Report and supporting data
- Waterfront Transportation Assessment data and analysis
- Performance Measurement Systems traffic count data on freeways
- Level of service traffic performance and vehicle counts from CMP updates
- Economic indicators related to transportation
- Environmental Impact Reports/Transportation Studies for various major area plans, large developments and transportation projects (including transit capacity and delay, traffic volumes, traffic congestion, pedestrian and bike conditions)
- Data from transportation network companies and Muni Shuttle Partners (e.g. stops, routes, ridership, origin–destination) as available
- SF Environment (City employee) and Transportation Management Association member travel behavior surveys
- Census and other data on home/work locations of San Francisco residents and workers and travel behavior (e.g. mode choice, auto ownership)
- Regional data on regional commute patterns (in/out of San Francisco) from MTC, California Department of Transportation (Caltrans), Bay Area Toll Authority
- Bike share data (origin–destination)

Outputs and analysis shall be consistent with goals and metrics identified in Task C2 to understand the state of the transportation system as a whole, and on a screenline and corridor-by-corridor basis. A series of interagency working sessions will help ensure a full inventory and vetting/ground-truthing of analysis.

Timeframe: 2 months following completion of Task C3a, April – May 2016

Deliverables:

- Cleaned data files and charts demonstrating existing conditions trends
- Draft and final existing conditions report

Task C3c. Future Land Use and Transportation Trends

The Consultant shall work with the TWG to develop a limited number (no more than 2) of future land use and baseline transportation network scenarios for model evaluation. Scenarios will likely be based off of the last SFTP preferred scenario as well as a more constrained baseline transportation network. Land use scenarios will be based on more standard land use scenarios (e.g. an extrapolation of the approved 2040 ABAG jobs/housing projections and SF Planning allocation to year 2065) with adjustments made based on SF Planning’s recent market analysis and observations. The future trends analysis will assess any changes (and changes in magnitude) of strengths, challenges, and opportunities versus existing conditions. Outputs will be used to support an interagency working sessions to brainstorm and characterize high level issues and challenges we anticipate over the next 50 years (e.g. demographic profiles and technology assumptions, Transbay capacity, limited access to Mission Bay/east side, South of Market circulation, etc.).

The Project Team will lead the specific modeling of the scenarios, based on the scenario concepts developed by the Consultant and TWG. The Project Team shall provide inputs to and run SF-CHAMP model, and provide outputs to Consultant for analysis.

Timeframe: 1 month after Task C3b, June 2016

Deliverable:

- Draft and final future conditions addendum to existing conditions report

Task C3d. Target Creation/Identification

Using the goals and evaluation framework, and informed by results of existing and future conditions report and outreach feedback, develop draft qualitative and quantitative targets for the future transportation system, both on a corridor basis as well as citywide. Targets are set so as to meet the identified goals and objectives for the transportation system as a whole, and may be set on a top-down basis (i.e., set the citywide targets and then determine each corridor's target) or through a bottom-up process (i.e., determine the need to resolve challenges for each corridor and then sum to determine citywide targets). Review draft targets with agency directors and present for discussion with the public as part of the second round of outreach.

Timeframe: 2 months following Task C3c and/or B2, September – October 2016

Deliverable:

- Amended goals and evaluation framework memo, including targets

Task C3e. Needs Assessment Memo

Informed by deliverables in Tasks C3a through C3d, create interagency/public facing report documenting transportation needs in 2065 and how the scenarios compare to the goals, objectives and targets. This report would be published after the first round of public outreach.

Agency Lead: SF Planning

Timeframe: 2 months, following Task C3d, October – November 2016

Deliverable:

- Draft and Final Needs Assessment memo

Task C4. Transportation Corridor-Level Network Development

Task C4 will create transportation corridor concepts to guide development of the city's future transportation system, and suggest a vision for the transportation system that would achieve the system and corridor targets. The network development will also include development of policies and operational strategies that will be needed to support the Vision. The Vision will recognize how investments in transportation will shape the future of the city by affecting where the city will grow and how the transportation system needs to be reconciled with past and potential future land use decisions. This task is not anticipated to lead to specific transit modes, alignments, or operators, but rather concepts for transportation system improvements on a corridor level that address the needs, goals, and targets. However, this task will preliminarily identify those corridors that may potentially be more effectively served by regional transit operators as opposed to local service (i.e., SFMTA).

Task C4a. Internal Staff Working Session(s) #2: Initial 50-year Vision Concepts

Building off of work in Tasks C1, C2, and C3, Consultant shall facilitate one to two internal staff working sessions to map out multi-modal concept networks for improvements to the transportation system. For each land use scenario, the working session(s) will result in a customized network to best leverage the characteristics of the land use. The working session(s) would begin by exploring new concepts and ideas, and then testing them across land use scenarios and transportation network scenarios to see which ones fit best together, or which may be influenced by one another (e.g. a certain set of transportation investments could drive a particular land use pattern). Each transportation package should be configured to address the system issues summarized in the Needs Assessment Memo. From this initial brainstorm, the Consultant would narrow potential options down to one preferred network concept per land use scenario. The working sessions may not lead to specific transit modes, alignments, or operators, but rather concepts for transportation system improvements on a corridor level that address the needs, goals, and targets.

Timeframe: 2 months following Task C3, November – December 2016

Deliverables:

- Materials for working session(s); memo describing network development and assumptions, potentially including synthesis maps of three transportation networks – matched to land use scenarios
- Direction to create up to three SF-CHAMP model input files
- Memo describing key policies and operational strategies necessary to support the Vision and Transportation Networks; this memo will identify additional policy and operational strategies for further analysis as part of either the Freeway and Street Traffic Management Strategy (Task D) or TMCS (Task E), or other ongoing agency work, as appropriate

Task C4b. Land Use and Transportation Network Assessment

Taking the concepts developed in Task C4a., Consultant shall run SF-CHAMP incorporating land use scenario traffic analysis zone (TAZ) assumptions and transportation network scenarios (up to three model runs). Evaluate how each scenario performs in relation to goals and metrics set in Task C2 and C3. Sensitivity tests could be run through SF-CHAMP or other tools to understand the impact of changes in system-wide trends or improvements (e.g., reduction in car ownership, new technologies, implementation of cordon pricing, etc.). The concepts would be described not as specific modes, alignments, or operators, but rather they would be modeled as a certain modal capacity (e.g. low, medium, high) and other corridor-based assumptions. For concepts that involve removal of freeway segments, minimal analysis will be undertaken to guide the work of the freeway strategy (Task D4). However, analysis within this Task C4b is not intended to provide the basis for a decision on the feasibility of these types of projects.

The Project Team will create SF-CHAMP model input files to match intended scenarios. The Consultant shall be responsible for execution of model, output production, and analysis of results.

Timeframe: 2 months for model runs, 1 month for analysis/write-up following Task C4a, January – February 2017

Deliverables:

- Model outputs/performance metric results for each land use/transportation concept
- Memo summarizing technical analysis and results

Task C4c. Internal Staff Working Session #3: Refined 50-Year Transportation Vision Concepts

Based on Staff Working Session(s) #2, feedback from the multi-agency Directors' Steering Committee, technical modeling results, and public outreach and engagement, hold additional staff/agency Director working session to refine ideas for refined concepts. There may still be a desire to have more than one final concept (e.g. high and low growth, or some other variations). The working session may not lead to specific modes, alignments, or operators, but rather a preferred high-level concept for transportation system improvements that meet goals and targets. In addition, some notion of the potential for regional transit operators (i.e., beyond SFMTA) to build and operate a specific corridor will be identified and analyzed. The goal is to create a fiscally unconstrained 50-year transportation vision that would meet the goals and targets set in task C3.

Timeframe: 2 to 4 weeks, following Task C4b, March 2017

Deliverables:

- Materials for working session(s)
- Memo and map summarizing Refined/Preferred 50-Year Transportation Vision

Task C4d. Final Transportation Vision 2065 Preferred Concept

Based on the technical analysis, and public outreach and engagement, develop Final 50-Year Transportation Vision. This will be in the form of a briefing book, including maps, as well as other publicly accessible form. The preferred vision will inform the TMCS, the Freeway and Street Traffic Management Strategy, and other modal planning work for the SFTP and Transportation Element updates. It will be a public document, with associated public messaging and communications, and will include technical appendices as needed.

Timeframe: 4 weeks following Task C4c, April 2017

Deliverables:

- Briefing book, report and final map/vision document
- Web and communication materials, technical appendices

Task D. Freeway and Street Traffic Management Strategy (Approximately 10% of budget)

The Freeway and Street Traffic Management Strategy (Strategy) will identify a preferred long-range scenario, combining physical and operational concepts, for the network of freeways and associated major arterials within San Francisco. The strategy will coordinate closely with Tasks C and E, review and incorporate previous and ongoing studies, consider potential changes to regional and local travel patterns, and apply national and international best practices in freeway development and management to arrive at the optimal long range freeway footprint and freeway and street operational condition. Task D will evaluate the relationship between any freeway strategies with the major arterials network and identify operational and policy tradeoffs and considerations.

The end result of this strategy will be a screened, preliminarily phased list of potential projects and operational strategies and polices for further planning, refinement, and consideration for inclusion in the SFTP 2050. Tasks D1-D4 will be completed as part of the Vision to inform Transportation Network Development and policy considerations (Task C4). Tasks D5-D6 will build off of the Vision and include more detailed alternatives analysis and technical analysis to support project and policy recommendations feeding in to the SFTP 2050. It is anticipated that this work will be closely integrated with the on-going

interagency Transportation Demand Management (TDM) Strategy under development; specific strategies that are developed as part of this Strategy will be discussed by the TDM working group and appropriate lead agencies will be assigned.

Task D1. Regional & San Francisco Freeway and Streets Network Overview

San Francisco's freeway and major arterial street network will be inventoried, described, and summarized in high-level detail. Dominant traffic flows, both for passengers and goods, for the current and future years through the horizon year, will be described. High level performance statistics for freeways and arterials in San Francisco will be derived from existing and predicted future data, with a primary goal of identifying which freeway and arterial facilities will be over or underutilized in future years.

Timeframe: 6 weeks as part of Task C3, April – May 2016

Deliverable:

- San Francisco Freeway and Street Network Conditions Technical Memorandum

Task D2. San Francisco Trends Overview (to be completed iteratively with other Task C)

This task includes an assessment of the context in which the freeway and arterial street network will be performing, and to which changes it must respond to, during the horizon year of the this visioning exercise. Anticipated changes in land use and other transportation facilities, both locally and regionally, will be primarily informed by findings in Task C3. Opportunities to improve the safety, reliability and efficiency of the freeway network, building on needs and opportunities identified in Task C to create a more balanced and/or resilient transportation system will be a particular point of focus.

Timeframe: 4 weeks as part of Task C3, June 2016

Deliverable:

- San Francisco Freeway and Street Network Contextual Trends Technical Memorandum

Task D3. Freeway and Street Network Goals & Objectives

Developed in tandem with the overall goals and metrics of Task C and building on those established in the Transportation Authority's Freeway Corridor Management Study Phase 1 report and the Better Streets Plan, specific goals and metrics will be developed for use in developing and evaluating freeway and arterial network physical and operational alternatives. Because of the recognized negative externalities of single occupancy vehicle travel and the local (e.g., Transit First) and State (e.g., Assembly Bill 32, Senate Bill 375, etc.) policy context that does not support freeway expansion, metrics will be developed to prioritize person-trips, not vehicle trips. Additionally, the freeway network's unique role in goods and freight movement and delivery must be considered. Potential metrics goals include:

- Reduction in vehicle miles traveled
- Reduction in congestion on other freeway segments
- Decrease in traffic levels and conditions on surface streets, particularly those not identified as regional routes
- Increase in person throughput
- No or positive impact on economic activity and competitiveness
- Ability to adapt to ongoing technological advances in vehicles and ride-sharing

- Safety for all modes and livability of parallel arterial streets
- Facility lifecycle and replacement/maintenance/operating cost

The metrics developed in this task must take particular care to identify, if applicable, the tradeoffs between overall study goals in Task C3 and the carrying capacity of freeways and arterials, including the roadway network's ability to support economic activity in San Francisco and the region.

Timeframe: 4 weeks in parallel with Task C3, September 2017

Meetings: As needed to complete/get feedback on deliverables

Deliverable:

- Freeway and Street Network Goals & Objectives Technical Memorandum, including identification of evaluation metrics associated with each Goal/Objective

Task D4. Long-Range Freeway and Street Traffic Management Alternatives Development

Beginning with existing and in-progress plans and long-range alternatives impacting the freeway and street network developed in Task C, a range of alternatives for modifications to the freeway and street network on both a local and regional scale will be developed. Modifications include both physical and operational and policy strategies. Goals and objectives developed in Task D3 will be used as a guideline in the creation of any new concepts, however, should not be a limiting factor in creating a wide range of projects. Alternatives will generally fall into two categories, examples of which are listed below:

1. Physical Alternatives
 - Freeway Improvements or access changes, including realignments, re-design or removals of ramps
 - Freeway Removals (including related requisite changes to surface streets and arterials)
 - High Occupancy Vehicle (HOV) Lanes (Freeway or Surface)
 - High Occupancy Toll (HOT) Lanes (Freeway or Surface)
 - Exclusive HOV/HOT Facilities
 - Interchange Improvements, including HOV/HOT ramps
 - Bridge Access Improvements
2. Operational Alternatives
 - Intelligent/Adaptive Management Systems
 - Freeway Service Patrol
 - Other Arterial Operational Improvements
 - Technology enhanced operational improvements (e.g., autonomous vehicles)
3. Long-term TDM policies
 - Pricing and Incentives
 - Occupancy restrictions
 - Time of day restrictions
 - Activity-based restrictions

Changes to the freeway or arterial network that result in a reduction of capacity should be paired with other alternatives (of any mode) developed in this or related Vision tasks or strategies that address this capacity reduction, either through accommodation, mode shift/increased vehicle occupancy, or demand

management. The result will include an understanding of travel behavior changes needed (e.g., reduction in number of autos) to support potential projects. The alternatives list will be reviewed and refined in two rounds in coordination with the Project Team.

Timeframe: 6 weeks, in parallel with Task C4, November – December 2017

Deliverables:

- Stakeholder Charrette for alternative development/refinement
- Long-Range Freeway and Street Traffic Management Alternatives Technical Memorandum

Task D5. Freeway and Street Traffic Management Strategy Matrix

The Freeway and Street Traffic Management Strategy Matrix will be developed as a high-level analysis to identify concepts, projects, and programs that have the potential to address the countywide transportation goals established in Task C and Task D3. This effort will serve as a screening evaluation and an iteration starting point for the analysis supporting the multimodal Vision (Task C) and the SFTP 2050 update, rather than as a ranking process. Concepts, projects, or programs that are either substantially similar or dependent in design and operation may be grouped or combined for the purpose of this screening evaluation. The evaluation will be qualitative/rough order of magnitude in nature (e.g., high, medium, low, no, or negative benefit, by metrics defined in Task D3) due to the limited time frame for completion of this effort and incomplete, high-level project details. Project scores for each metric will be reviewed and refined in two rounds with the Project Team. Concepts with high or medium evaluation scores will move forward to Task D6.

Timeframe: 3 months following Task C4c, March – June 2017

Deliverable:

- Freeway and Street Traffic Management Strategy Matrix and Technical Memorandum

Task D6. Implementation Strategy

Concepts, projects, and programs evaluated at a high or medium level will be categorized into short-, medium-, and long-range timeframes through an iterative process with stakeholders based on factors developed collaboratively with the study team. Potential factors include timing of project need, project readiness, phasing and availability of prerequisite projects, and estimated cost. Collectively, the results of this analysis will develop an ultimate 2050 freeway network and major arterials vision, including the short-, medium-, and long-term steps that could be taken to arrive at this vision. Identify policy and operational tradeoffs and considerations.

Timeframe: 4 weeks, July 2017

Deliverables:

- Freeway Vision Implementation Strategy Technical Memorandum
- Freeway Vision Draft and Final Report

Task E: Transit Modal Concept Study (Approximately 30% of budget)

Building off of transit's role in San Francisco's transportation system as identified in the Vision, the Consultant, in coordination with the Project Team, shall identify, develop, assess, and prioritize transit projects to meet the 2050 goals for the transit network. The TMCS will narrow the focus from the general corridors as identified in Vision to specific modal concepts prioritized for implementation by 2050. The concepts developed in the following subtasks will be informed by the regional operator alignments and associated operating plans as discussed in the Core Capacity Transit Study as well as Caltrain modernization and ferry planning. The focus of these subtasks is to leverage and optimize these regional connections and identify opportunities to enhance the city's transportation system.

The development of the TMCS is a critical component of the Program and will focus primarily on the SFMTA transit system to inform both the update to the Transportation Element of the General Plan and the SFTP 2050. Building off the Vision document in Task C, the TMCS will also identify regional transit opportunities with further planning and analysis to be conducted as part of SFTP 2050 in coordination with regional transit operators. Outputs of this effort will address the potential change to the administrative code requiring a subway planning process. The following subtasks will reference the following interagency teams that will work with the consultant team to develop and approve the deliverables defined below.

- **TMCS Steering Committee:** SFMTA Leadership (Transit, Sustainable Streets, Accessible Services, Finance & Information Technology, Safety, Capital Programs & Construction); will review draft deliverables and participate in the development process as stipulated below.
- **TMCS Development Team:** Consultant team and City staff. Specifically, 4 SFMTA staff (2 Planning, 1 Transit Operations Planning, 1 Transit Services), 1 SF Planning staff, 1 Transportation Authority staff. TMCS Development Team will lead the development of the TMCS and coordinate with subject matter experts as needed.
- **Consultant Team:** TBD; active part of TMCS Development Team; specific tasks and roles to be determined based on consultant knowledge and consultant and staff availability.
- **TMCS Stakeholders:** see Outreach and Communications Plan.

Summary of Inputs:

- Land Use and Transportation Vision, including: travel demand and transit market analysis; land use and development assumptions; needs assessment and an in-depth overview of existing services; analysis of recent Muni Forward capital and service enhancements (pilot projects and permanent); overarching goals and objectives for the system; performance criteria by which future projects will be assessed
- Existing/ongoing planning efforts such as the Rail Capacity Strategy, the Regional Core Capacity Transit Study, SFMTA Capital Plan, BART Metro, Caltrain Modernization, etc.
- Historical and current operating cost data by mode
- Community input on corridors and their needs (process TBD)
- Any existing and additional engineering concept studies developed through the Program

Task E1: Identification of TMCS Travel Corridors

The Vision will identify corridors and establish objectives for each of them thus creating a framework by which the Project Team will measure transit service performance. Additional goals and metrics may be developed as part of the TMCS. In a kick-off charrette with the TMCS Development Team and other City

subject matter experts, a preliminary list of the TMCS Alignments will be identified for each of the 5-10 TMCS Corridors. After the preliminary list is formed, the Project Team will use the evaluation criteria identified in the Vision process to determine what alignment would “move the needle” on the established measures. When possible, quantitative metrics will be developed to differentiate potential TMCS Alignments including leveraging data and model output from Task C. Otherwise, qualitative metrics will be developed by the Project Team. This analysis will also include a review of basic construction feasibility of each alignment and alignment and land use compatibility using spatial analysis. Land use compatibility characteristics will include, but are not limited to:

- Existing and future population and employment density
- Proximity and service to Communities of Concern and progress toward addressing service disparities/equity gaps
- Proximity and service to Priority Development Areas
- Major trip generators (major institutions, cultural or recreational sites, neighborhood commercial and major retail centers, etc.)
- Existing and planned transit service and infrastructure as well as any planned improvements identified in other modal studies (e.g., Bicycle Strategy, etc.).

After the information for each of the preliminary TMCS Alignments has been compiled and reviewed, the TMCS Development Team will recommend 1-2 TMCS Alignments for each of the Vision Corridors, subject to the TMSC Steering Committee approval. TMCS Alignments that were originally identified in the preliminary list but removed from consideration will be documented. The remaining TMCS Alignments will further analyzed for modal compatibility and performance.

Timeframe: 1.5-2 months, following substantial completion of Task C, January – February 2017

Deliverables:

- Technical memo identifying the 10-15 recommended TMCS Alignments for transit service enhancement and expansion (1-2 for each of the 5-10 TMCS Corridors)
- Documentation of which TMCS alignments were removed from consideration and why

Task E2: Modal Concept Evaluation

In this task, the Project Team will develop Modal Concepts for the TMCS Alignments that best meet the objectives and reflect the necessary capacity levels described in the Vision. Development of additional objectives or criteria may be necessary to properly evaluate Modal Concepts. The second charrette the TMCS development process will reconvene the Project Team and subject matter experts to start matching up potential transit modes (i.e. modern streetcar, bus service, subway, etc.) for the TMCS Alignments identified in the prior task.

After this session, the Project Team will further refine modal/alignment combinations into Modal Concepts. These Modal Concepts may be evaluated against the following: (in no particular order):

- Corridor transit demand
- Topographic barriers, basic soil and rock unit information, liquefaction potential, tunneling considerations, terminal/turnaround constraints, and infrastructure resiliency
- Transit system integration and performance
- Non-motorized network integration
- Potential environmental impacts
- Operational efficiency

- Supports Vision policies
- Geographic and social equity
- Right-of-Way/X-Section constraints (Conceptual typical x-sections)
- Constructability/Cost (Conceptual engineering at complex/unique locations) and construction disturbance

For each area of evaluation considered, the Modal Concepts will be scored in a qualitative manner to inform the discussion and comparisons between the Modal Concepts.

Also at this stage the Project Team will engage the community to discuss and inform the selection of the Modal Concepts that would best achieve the City's objectives as developed in the Vision. Community engagement may include, but is not limited to a discussion with the community (stakeholders and locations TBD) on how the TMCS Alignments were identified and what transit modes they may be interested in (after discussing the options).

After each of the Modal Concepts have been evaluated and scored, the Project Team will recommend 1-3 Modal Concepts for each of the TMCS Alignments that would best achieve the Program's objectives for the corridor and the system as a whole, as established in the Vision. These recommendations will be subject to the TMSC Steering Committee approval.

This evaluation will result in recommendations for each TMCS Alignment that will address the infrastructure, policy, and operational needs to maintain and improve transit capacity, reliability, and connectivity consistent with the Vision. Any short or mid-range projects that are identified will be documented, considered for phasing, and potentially evaluated for effectiveness in comparison with projects in other corridors. However, subsequent tasks will focus on feasibility and evaluation of long-term projects for horizon year 2050.

Timeframe: 2.5-3 months, following completion of Task E1, March – May 2017

Deliverables:

- Technical memo identifying the 5-10 mode concepts for further refinement into projects, including evaluation matrix for comparison of modal concepts and associated conceptual x-sections
- Documentation on why the ROW and/or mode options were removed from consideration

Task E3: Develop TMCS Project Descriptions & Benefits

Modal Concepts identified in Task E2 will undergo basic project development. This will go beyond the general discussion of alignment and mode as done in the prior subtasks, to include: a general description of project limits, elements and features of the project (e.g. grade separated rail, surface Bus Rapid Transit with dedicated lane, etc.), an operational concept plan (e.g. stop spacing, headway, peak vehicle requirements, etc.), possible stop/station locations, passenger experience (access, waiting, and on-vehicle, street and neighborhood aesthetics), etc.. Specific strategies for multimodal coordination and project integration will be incorporated into the project descriptions as well. Where there is an opportunity for a project to be built and operated by a regional transit provider, (i.e., agencies other than SFMTA), the TMCS will identify the potential to be further analyzed in SFTP 2050 (Task F).

Phasing of Modal Concepts will also be considered and described, with consideration for timing of Modal Concepts that support anticipated land use development. This phased approach will focus on constructing a Modal Concept in more than one segment, and not incremental investments in the corridor prior to construction of the Modal Concept.

These project descriptions will directly inform the development of individual project benefits. Project benefits will be derived from Task C4 and additional quantitative and qualitative evaluation of projects against transit specific benefits identified under Tasks E1 and E2. These will be direct inputs into the Decision Lens tool that will ultimately provide a framework for discussing and prioritizing the Modal Concepts in Task E6. Where appropriate, TMCS Projects that leverage existing infrastructure or other TMCS Projects to potentially produce benefits in excess of the individual TMCS Project could be evaluated as a package.

Timeframe: 2-2.5 months, following completion of Task E2, June – August 2017

Deliverables:

- Technical memo(s) detailing capacity improvement concept project descriptions, elements, operational concepts, phasing, and multimodal integration (including regional transit integration opportunities); project performance toward Vision goals and metrics, as well as transit specific benefits, will also be documented.

Task E4: Storage & Maintenance Facilities Needs

The Project Team will evaluate the available capacity in existing SFMTA transit maintenance and storage facilities against the storage and maintenance needs of the modal concepts based on the initial project descriptions. Existing facility storage capacities identified in the SFMTA Real Estate Vision for the 21st Century and accompanying addendum will provide the existing facilities storage capacities. Facilities with excess capacity will be identified, as well as modal concepts with vehicle needs that could be accommodated by these existing facilities.

Modal concepts with peak vehicle requirements in excess of available storage capacity will undergo a qualitative evaluation to identify other modal concepts that may support storage and maintenance at a new-shared storage and maintenance facility. Opportunities for a shared storage facility will be identified based on geography, operations, and total vehicles stored. Modal concepts with no or limited opportunities for centralized storage and maintenance in combination with other modal concepts will be identified.

Timeframe: 1-1.5 months, following completion of Task E3, September – October 2017

Deliverables:

- Technical memo(s) detailing modal concept storage and maintenance needs and opportunities for centralized storage and maintenance between modal concepts

Task E5: TMCS Preliminary Cost Estimation

The project descriptions developed under Task E3 and associated storage and maintenance requirements developed under E4 will be used to develop preliminary cost estimates for each Modal Concept. Cost estimates will primarily rely on unit based estimates from Federal Transit Administration database, cost estimates from ongoing and past San Francisco projects, and other available sources, with adjustments for local construction conditions. Unique or costly components of individual projects would utilize conceptual engineering completed under E2 to inform these cost estimates. Preliminary cost estimates will be providing a range of potential capital costs, and not a specific or targeted project cost. In addition to the project-specific capital costs, the Project Team will document incremental operating and maintenance costs to provide service.

Timeframe: 2-2.5 months, following completion of Task E4, October – December 2017

Deliverables:

- Technical memo(s) detailing preliminary planning-level cost estimation

Task E6: TMCS Project Prioritization and Implementation Strategy

The Modal Concept benefits from Task E3 and costs from Task E5 will use the weighted values developed in the Vision (and confirmed by the Stakeholder Group) and Decision Lens software to prioritize Modal Concepts on a benefit-cost basis. The Decision Lens software allows for prioritization of projects using both qualitative and quantitative criteria with objective and subjective ratings/scores that results in an indexed prioritization of all projects. Cost estimates are then applied to reach a benefit-cost prioritization. This initial prioritization will provide a key input for Implementation Strategy development.

Within this subtask, the Project Team will engage the community (stakeholders and locations TBD) in discussions may include, but is not limited to: a discussion on which mode concepts should be advanced through project development; the relative benefits and costs associated with the projects; and discussion/confirmation of the values and priorities established in the Vision.

The TMCS Implementation Strategy will leverage the benefit-cost Modal Concept prioritization described above, corridor demand, geographic distribution, equity, project coordination and synergy, system operations and timing of anticipated land use development to refine the benefit-cost prioritization. Consideration for projects phasing developed under Task E3 as well as funding will also be considered qualitatively in the implementation strategy, and some Modal Concepts may not be included in the implementation strategy within the 2050 time horizon based on funding and phasing considerations identified by and informed through the SFTP 2050 process. The Implementation Strategy may also consider grouping projects into packages to realize synergistic benefits of discreet combinations of projects.

This prioritized list of projects is a key input into the SFTP, the RTP, the SFMTA Capital Plan, and other regional, county, and agency planning documents as needed.

Timeframe: 1-1.5 months, following completion of Task E5, January – February 2018

Deliverables:

- An Implementation Strategy based on established prioritization, timeline and known funding opportunities
- Technical memo documenting evaluation methodology, recommended priorities, and recommendations for potentially phasing capacity improvements over time

Task E7: Transit Modal Concept Study Report

The TMCS will include its own draft and final report, incorporating the deliverables from all previous tasks. As with each step of this process, there will be community engagement and comment periods from all stakeholders. The TMCS will navigate the approvals process for the SFMTA and be sent as an information item to the other policy boards as needed.

Timeframe: 1-1.5 months following completion of Task E6, March – April 2017

Meetings: As needed to complete/get feedback on deliverables

Deliverable:

- Draft and Final TMCS Report

Task F. SFTP 2050 Update (Approximately 15% of budget)

The SFTP 2050 will use the Vision as the framework for developing a multimodal, comprehensive countywide plan that achieves the goals of the Vision. The ultimate goal of the SFTP 2050 is to do the multimodal comprehensive countywide planning in order to achieve the goals of the San Francisco vision with an earlier horizon year than the Land Use and Transportation Vision horizon year (2050 vs. 2065) and within more constrained funding scenarios consistent with Congestion Management Agency practices as an input into the next RTP update. The Full SFTP will identify also identify near term actions and phasing to work towards that vision.

Outputs of the Full SFTP will summarize modal planning/visioning efforts described in Tasks E and F, project evaluation, policy memoranda to inform local and regional priorities, and investment scenarios.

Task F1. Regional Transit Integration

Corridors identified with potential regional transit operation in Tasks C and E3, such as those being analyzed in the Regional Core Capacity Transit Study, will be further developed under this task.

Using SF-CHAMP or other quantitative and qualitative tools, the Consultant will analyze benefits and costs across multiple operators based on the metrics identified in Tasks C and E. Similar to Task E3, this task will identify packages of projects that can leverage each other or existing infrastructure. Consultant may lead engineering to determine high level feasibility and costs.

As part of this task, the Project Team, with support from the Consultant, will coordinate with staff from regional transit agencies while staff will lead coordination with other counties and jurisdictions. The end result from this task will be a complete preferred and financially constrained transit network for SFMTA and regional operators in Year 2050 along with any preferred phasing approach.

Timeframe: 16 weeks partially in parallel with Task E3, August – December 2017

Deliverables:

- Conceptual engineering for projects in corridors identified and prioritized for regional transit capacity expansion
- Cost estimates for projects in corridors identified for regional transit capacity expansion
- Evaluation memorandum for projects in corridors identified for regional transit capacity expansion
- Phasing and construction approach for projects in corridors identified for regional transit capacity expansion
- Preferred, financially constrained, San Francisco multi operator transit network for 2050
- San Francisco multi-operator transit strategy report

Task F2. Project Performance Evaluation

Leveraging technical analysis from Tasks C, D, E, and F1, Consultant shall complete performance evaluation of all projects meeting a certain threshold (threshold TBD) considered for inclusion in the SFTP based on evaluation framework created in Task C. Benefits will be determined through quantitative (e.g., modeling) and qualitative methods with costs used to determine relative effectiveness. Outputs should inform investment scenario work as part of Task F3.

Timeframe: 16 weeks, partially overlapping with Tasks D, E, and F1, November 2017 – February 2018

Deliverables:

- Project performance evaluation matrices for all projects meeting the threshold for project evaluation (threshold TBD)
- Project performance evaluation memorandum documenting methods and results

Task F3. 2050 Investment Scenarios

Based on the outputs of the modal strategies described in Tasks D & E, the Project Team will create up to three different investment scenarios and evaluate them using the SF-CHAMP model and outputs from other evaluation processes completed in Task F2 for their effectiveness in meeting goals defined in Task C within financial constraints defined by Project Team through the RTP process. The investment scenarios should demonstrate tradeoffs of focusing on different policy priorities (e.g., state of good repair versus expansion) as well as the appropriateness of prioritizing modal investments. A final round of outreach will be necessary to gain stakeholder input on investment priorities across modes. All decisions will incorporate feedback through outreach performed as part of Task B.

Transportation Authority will provide inputs to SF-CHAMP based in coordination with Project Team. Consultant will lead analysis of outputs of model and may lead the execution of model runs

Timeframe: 10 weeks, partially in parallel with Tasks D, E, and F1, February – April 2018

Deliverables:

- Up to three SF CHAMP model runs and outputs
- Evaluation memo for investment scenario and candidate projects
- Maps showing preferred multimodal networks

Task F4. SFTP 2050 Update Document

The Project Team will develop an updated Countywide Transportation Plan document to be adopted by the Transportation Authority Board, and to serve as a primary basis for San Francisco’s input to the 2021 RTP. Transportation Authority staff will lead writing of plan; Consultant will provide focused text and graphics based on previous tasks in scope to support plan creation and finalization. The final plan will incorporate policy recommendations including:

- Investment recommendations from Task F3
- Final transportation system performance metrics that are achieved with the constrained plan and Vision
- Outreach results
- Equity analyses
- Strategic initiatives, e.g. school, late night, shared mobility/innovative technology, TDM, or project delivery updates from SFTP light or new policy white papers/initiatives
- Advocacy strategy

Final report and supporting technical appendices

Timeframe: 8 weeks upon completion of Task F3, May – June 2018

Deliverable:

- Draft and Final SFTP 2050 Update

Task G. Optional Tasks

Task G1. Pedestrian Access and Capacity Analysis

Based on the pedestrian network's role as identified in the Vision, and any specific pedestrian issues that are identified through the Vision process, the Project Team may request consultant assistance in pedestrian access and capacity planning and analysis. Such tasks may include, but are not limited to, identification of key pedestrian corridors, analysis of specific needs and challenges related to pedestrian access and safety, or development of new pedestrian initiatives. Any work done under this task will be closely coordinated with ongoing pedestrian planning and initiatives underway in the city.

Work shall be directed through a contract amendment by the Project Team.

Task G2. Bicycle Network Analysis

Based on the bicycle network's role as identified in the Vision, and any specific bicycle issues that are identified through the Vision process, the Project Team may request consultant assistance in bicycle planning and analysis. Such tasks may include, but are not limited to, identification of key bicycle corridors, analysis of specific needs and challenges related to bicycle network, bicycle facilities, or development of new bicycle initiatives. Any work done under this task will be closely coordinated with ongoing bicycle planning and initiatives underway in the city.

Work shall be directed through a contract amendment by the Project Team.

Task G3. TDM

Based on TDM's role as identified in the Vision, and any specific TDM needs or opportunities that are identified through the Vision process, the Project Team may request consultant assistance in TDM planning and analysis. Such tasks may include, but are not limited to, identification of long-term TDM strategies, analysis of specific TDM strategies and the impacts they might have, development of key policies to support TDM, and development of long-term implementation plans for TDM programs/strategies. Any work done under this task will be closely coordinated with ongoing TDM planning and initiatives underway in the city.

Work shall be directed through a contract amendment by the Project Team.

SECTION V – RFP RESPONSE REQUIREMENTS: CONTENT AND FORMAT

All proposals should be clear, concise, and provide sufficient information to minimize questions and assumptions. Proposals should be limited to 20 pages (no smaller than 12 point font shall be used), excluding cover letter, table of contents, the cost proposal, and the following items, which should be included as attachments: résumés, Disadvantaged Business Enterprise (DBE) certifications, and required exhibits. The Transportation Authority accepts no financial responsibility for any costs incurred in the preparation of proposals. Upon receipt at the Transportation Authority's offices, all accepted proposals submitted in response to this RFP will become the property of the Transportation Authority.

Time and Place for Submission of Proposals. By the proposal submission deadline, the following must be delivered:

- **Proposal** (written proposal, without cost proposal): one (1) unbound original, five (5) hard copies, and an electronic copy (PDF) including all information herein requested. Please clearly specify on the sealed envelope: "Response to RFP 15/16-03 for the LRTPP".
- **Cost proposal** (sealed separately from written proposal): one (1) unbound original, five (5) hard copies, and an electronic copy (XLS/XLSX) including all information herein requested. Please clearly specify

on this separately sealed envelope: “Cost Proposal for RFP 15/16-03 for the LRTPP,” include the name of the proposer and submit along with the proposal.

The proposals must be delivered to the Transportation Authority’s offices at the following address:

San Francisco County Transportation Authority
Attention: Erika Cheng, Management Analyst
1455 Market Street, 22nd Floor
San Francisco, California 94103

All responses must be in writing, sealed and identified as to content and be received by the due date. Proposals received later than the above date and time will be rejected and returned to the proposers unopened.

Cover Letter. Proposers must submit a letter of introduction for the proposal. The letter must be signed by a person authorized by your firm to obligate your firm to perform the commitments contained in the proposal. Submission of the letter will constitute a representation by your firm that your firm is willing and able to perform the commitments contained in the proposal. The cover letter must also include the following content in the format as shown:

<p>1. Project Manager (The individual in charge of the scope of services, and who will be the Transportation Authority’s contact throughout the contract duration)</p> <p>Name: Title: Address: City, State, ZIP: Email:</p>
<p>2. Selection Process Lead (The individual to whom correspondence and other contacts should be directed during the consultant selection process)</p> <p>Name: Title: Address: City, State, ZIP: Phone Number: Email:</p>
<p>3. Negotiating Officer (The individual who will negotiate with the Transportation Authority and who can contractually bind the proposer’s firm)</p> <p>Name: Title: Address: City, State, ZIP: Phone Number: Email:</p>

<p>4. List proposed co-venture arrangements or sub-consultants, if any:</p> <p>1. Company: DBE status: Percentage of involvement: Name: Title: Address: City, State, ZIP: Phone Number: Email:</p> <p>2. ...</p>
<p>5. <input checked="" type="checkbox"/> This letter is signed by an officer that is authorized to bind the proposer contractually.</p>
<p>6. <input checked="" type="checkbox"/> This proposal is firm for a 120-day period from the proposal submission deadline.</p>

Content. Proposals must contain the following five sections:

1. Proposer Information and Understanding of Project Objectives. In this section, the proposer must provide a discussion demonstrating an understanding of the services to be provided, the challenges for each task, and their significance to the Transportation Authority.

2. Technical and Management Approach. In this section, the proposer must describe its approach to the delivery of the services included in Section IV. This section must (1) reflect the proposer’s knowledge of, and ability to demonstrate, a sound approach to long range transportation planning, including experience setting vision goals, objectives, metrics and targets. Strong cost estimation skills and experience for major capital projects are essential. Proposer must also describe its approach to developing the TMCS and related regional transit integration as part of the SFTP, including system planning, project evaluation and prioritization. The section must also include a discussion on potential impacts to cost, scope, and schedule based on lessons learned, including any recommendations the consultant proposes to lower and/or control costs given the proposed scope of the project.

Proposer must provide the names and positions of all staff for the proposed team. An organization chart should be included that clearly establish principal team member firms and sub-consultants, if any. Also identify any specialty sub-consultants that would not necessarily be part of the core team, but would be available on an as-needed basis for specialty support. The proposal should also designate the Project Manager in charge of the scope of services and the Transportation Authority’s contact throughout the contract duration. In addition, the proposal should briefly address how the efforts of each of the team members will be coordinated. Proposers should provide a staffing plan with level of effort (e.g., person hours per staff) by task. Do not include budget or rate information in the written proposal; this information should be included in the cost proposal. If the work is to be shared among firms and offices at different locations, indicate where each office is located and what work is to be performed in each office.

Proposals must discuss workload for all key team members, indicating their expected availability, the percentage of their time that will be devoted to the Transportation Authority’s contract and any other assurances as to their ability to provide the requested services in a responsive and timely manner. The description of the management approach should address proposed response time standard and how the management and team structure will help to meet those standards.

3. Capabilities and Experience. Proposers must state the qualifications and experience of the proposed team, emphasizing the specific qualifications and experience acquired while providing services similar to those being sought by the Transportation Authority, particularly for the Project Manager and other key project staff members assigned to the Project. Except under certain circumstances beyond the proposer's control, the Transportation Authority will not accept substitutions of key members of the team put forth as part of the winning proposal.

This section must include the following information:

- Names of Project Manager and team members;
- Résumés of all technical personnel to be assigned to work within the scope of services as outlined in Section IV (provide as attachments; résumés will not count toward the page limit);
- Statement of proposer's background and experience related to activities and services being sought through this RFP;
- Brief description of similar projects for which the proposer has provided services during the past five (5) years, including the following information:
 - Client, including reference contact information
 - Project description and location
 - Description of services
 - Total value of services provided
 - Actual budget performance vs. projected
 - Actual schedule performance vs. projected
 - Key personnel involved
 - Sub-consultants employed

4. Assurances and Miscellaneous Items. In this section, proposals must provide the following information:

- a. Proposers must complete and include the exhibits listed below within the submittal as attachments; exhibits required by subconsultants are marked by an asterisk (*). These exhibits do not count toward the page limit. Exhibit samples are attached to this RFP.
 - i. Exhibit A – Debarment and Suspension Certification*
 - ii. Exhibit B – Terminated Contracts*
 - iii. Exhibit C – Workforce Data Spreadsheets*
 - iv. Exhibit 10-O1 – Local Agency Consultant Proposal DBE Commitment
 - v. Exhibit 10-O2 – Local Agency Consultant Contract DBE Information
 - vi. Exhibit 10-Q – Disclosure of Lobbying Activities*
 - vii. Exhibit 15-H – DBE Information – Good Faith Efforts
- b. Proposers must provide the names, telephone numbers, and e-mail addresses of at least three references, excluding the Transportation Authority. The references should cover work performed by the Project Manager and other key project staff members, should be for work recently performed

and similar in nature to the services sought in this RFP. The references must include a brief description of the projects involved, and the roles of the respective team members in successfully completing the project.

- c. Proposers must specify any potential or perceived conflicts of interest which would disqualify its firm from doing business with the Transportation Authority. If proposers are unaware of existing or foreseeable conflicts of interest, a simple statement will suffice. However, proposers should provide a brief description of each apparent, existing or foreseeable conflict of interest, if any. In addition, list all relevant assignments completed for the City within the last five (5) years, and any involvement with Transportation Authority-funded projects, to enable the Transportation Authority to identify any possible conflicts of interest.
- d. Proposers must list any political contributions of money, in-kind services, or loans made to any current member of the Transportation Authority Board of Commissioners within the last three (3) years by management positions of the proposed consultant or sub-consultant. If proposers are unaware of any political contributions, a simple statement will suffice. However, if proposers are aware of any political contribution, proposals should include details, such as to whom, what type of contribution, the date and the amount.
- e. Proposers shall acknowledge receipt and understanding of the following Transportation Authority contracting requirements and state its ability and willingness to comply with each of them in its proposal. The Transportation Authority does not intend to deviate from its standard contract language.

- i. **Insurance**

Prior to commencement of work, the Transportation Authority will require the successful proposer to provide evidence of appropriate insurance coverage. The Transportation Authority's standard contract requires firms to maintain, during the full term of the contract term, insurance in the following amounts and coverages:

- (a) Workers' Compensation, in statutory amounts, with Employers' Liability Limits not less than \$1,000,000 each accident;
- (b) Commercial General Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Contractual Liability, Personal Injury, Products and Completed Operations;
- (c) Commercial Automobile Liability Insurance with limits not less than \$1,000,000 each occurrence Combined Single Limit for Bodily Injury and Property Damage, including Owned, Non-Owned and Hired auto coverage, as applicable; and
- (d) Professional Liability Insurance with limits not less than \$2,000,000 per claim. Sub-consultants providing professional services under this Agreement shall be added to Contractor's policy as additional insured, or shall provide evidence of their own professional liability insurance which is acceptable to the Transportation Authority's Executive Director.

Such coverage must be provided by an insurance company authorized to do business in the State of California. Commercial General Liability and Business Automobile Liability insurance policies must name the San Francisco County Transportation Authority as an Additional Insured and that the policies will not be cancelled or materially changed without thirty (30)

days prior notice in writing to the Transportation Authority. Describe if your firm's insurance coverage and amounts meet the above-stated contract limitations.

ii. **Indemnification**

(a) **Generally.** To the fullest extent permitted by law, Contractor shall assume the defense of (with legal counsel subject to approval of the Transportation Authority), indemnify and save harmless the Transportation Authority, its boards, commissions, officers, and employees (collectively "Indemnitees"), from and against any and all claims, loss, cost, damage, injury (including, without limitation, injury to or death of an employee of the Contractor or its sub-consultants), expense and liability of every kind, nature, and description (including, without limitation, incidental and consequential damages, court costs, attorneys' fees, litigation expenses, fees of expert consultants or witnesses in litigation, and costs of investigation), that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, the negligence, recklessness, or willful misconduct of the Contractor, any sub-consultant, anyone directly or indirectly employed by them, or anyone that they control (collectively, "Liabilities").

(b) **Limitations.** No insurance policy covering the Contractor's performance under this Agreement shall operate to limit the Contractor's Liabilities under this provision. Nor shall the amount of insurance coverage operate to limit the extent of such Liabilities.

The Contractor assumes no liability whatsoever for the sole negligence, active negligence, or willful misconduct of any Indemnitee or the contractors of any Indemnitee.

(c) **Copyright Infringement.** Contractor shall also indemnify, defend and hold harmless all Indemnitees from all suits or claims for infringement of the patent rights, copyright, trade secret, trade name, trademark, service mark, or any other proprietary right of any person or persons in consequence of the use by the Transportation Authority, or any of its boards, commissions, officers, or employees of articles or services to be supplied in the performance of Contractor's services under this Agreement. Infringement of patent rights, copyrights, or other proprietary rights in the performance of this Agreement, if not the basis for indemnification under the law, shall nevertheless be considered a material breach of contract.

iii. **Incidental and Consequential Damages**

Contractor shall be responsible for incidental and consequential damages resulting in whole or in part from Contractor's acts or omissions. Nothing in this Agreement shall constitute a waiver or limitation of any rights that Transportation Authority may have under applicable law.

5. Cost. The cost proposal is not included in page limit, and submitted separately in a sealed envelope. This contract will be a cost-reimbursement contract, which provides for payment of the successful proposer's allowable incurred costs, to the extent prescribed in the contract, plus a fixed fee. The cost proposal must include a budget comprised of a matrix with columns for hourly rates, classification, and name for all personnel and/or sub-consultants involved for the work described above in Section IV, Tasks A through F, excluding Optional Task G. Cost proposals must provide a breakdown of hours and costs for each task listed in the scope of work. The cost proposal must also identify profit margins, overhead, any other direct or indirect costs and percentage of any expected salary increases or cost of living adjustments, not to exceed 3% annually. Sub-consultant costs, travel and all other direct costs will be reimbursed at cost

with no markup allowed. The fee (profit) for prime consultant and sub-consultants shall be negotiated and in any event shall not exceed 10% of respective labor costs comprised of the total of wages, overhead, general and administrative expenses within the cost proposal.

SECTION VI – EVALUATION CRITERIA AND METHOD OF AWARD

The proposals will be evaluated by a selection committee appointed by the Executive Director and scored (maximum of 100 points) using the following criteria:

1. Proposer Information and Understanding of Project Objectives. (15 points)

- a. Responsiveness to all items requested in the RFP, such as completeness of submission, adherence to required page limits, overall organization and clarity of proposal; and
- b. Understanding of the services to be provided, particularly in relation to the Transportation Authority, and challenges for each task.

2. Technical and Management Approach. (50 points)

- a. Effectiveness of the proposed work plan, program and method of execution;
- b. Technical solutions to meet the scope of services; insight and understanding of special issues, problems and constraints, approach towards mitigating and resolving them;
- c. Effectiveness of the team's organizational structure in executing and managing the tasks;
- d. Management approach in providing technically sound and cost-effective services; and
- e. Ability to provide timely, qualified and adequate staffing and services to support project demands.

3. Capabilities and Experience. (35 points)

- a. Capability of project team (multiple firms with varying areas of expertise encouraged to team together), specific relevant experience, qualifications and expertise of each firm and subconsultant firm, especially the proposed key personnel; and
- b. Client references as to past project performance, particularly on similar projects where multi-agency teams have worked together.

The selection committee retains the right to independently verify and evaluate relevant experience and client references, including any sources not mentioned in the proposal.

Submittals receiving an initial score of less than 70 points will not be considered further in the selection process. Proposers that have received a score of 70 points or higher may, at the Transportation Authority's sole discretion, be invited to an interview with the selection committee. The Transportation Authority reserves the right to not conduct oral interviews and determine the winning proposer based solely on the written proposal. If oral interviews are held, individuals who are identified as key personnel in the proposal are required to be in attendance at the interview. Based on the results of the interview, the selection committee may adjust initial scores on the evaluation criteria identified above to arrive at the final evaluation score. The proposer with the highest final evaluation score shall be determined as the top proposer. Proposers who do not arrive for a scheduled interview, if one is held, will no longer be considered further in the selection process.

Once the top proposer has been identified and the proposer's cost and pricing data has been reviewed, Transportation Authority staff will start contract negotiations with that proposer. If contract negotiations are not successful, the second-ranked proposer may be asked to negotiate with the Transportation

Authority. Each proposer's cost and pricing data will remain sealed until negotiations begin with that particular proposer. The goal of such negotiations will be to agree on a final contract that delivers the services and work described in this RFP at a fair and reasonable cost to the Transportation Authority. The award, if any, will be made to the responsive proposer whose submittal is deemed most advantageous to the Transportation Authority.

The firm selected, if any, will be one whose proposal is most responsive to this RFP and deemed to be to the best advantage of the Transportation Authority. The Transportation Authority reserves the right to modify and/or suspend any and all aspects of this procurement, to obtain further information from any firm or person responding to this procurement, to waive any informality or irregularity as to form or content of this procurement or any response thereto, to be the sole judge of the merits of the proposals received, and to reject any or all proposals.

SECTION VII – DBE FOR U.S. DEPARTMENT OF TRANSPORTATION ASSISTED CONTRACTS

Terms. The terms used in this Policy have the meanings as defined in U.S. Department of Transportation (DOT) Code of Federal Regulations Title 49 Section 26 (49 CFR § 26).

DBE Objective/Policy Statement. As the Transportation Authority may receive federal financial assistance to fund a portion of this procurement from the United States Department of Transportation through Caltrans acting on behalf of the Federal Highway Administration (FHWA), the MTC, or the Federal Transit Administration, this procurement is subject to Caltrans regulations in accordance with Code of Federal Regulations Title 49 Section 26 (49 CFR 26).

DBEs and other small businesses are strongly encouraged to participate in the performance of contracts financed in whole or in part with federal funds. The consultant should ensure that DBEs and other small businesses have the opportunity to participate in the performance of the work that is the subject of this solicitation and should take all necessary and reasonable steps for this assurance. The proposer shall not discriminate on the basis of race, color, creed, religion, national origin, ancestry, age, height, weight, sex, sexual orientation, gender identity, domestic partner status, marital status, or disability or AIDS/HIV status in the award and performance of subcontracts. Proposers are encouraged to use services offered by financial institutions owned and controlled by DBEs.

Nondiscrimination. The Transportation Authority will never exclude any person from participation in, deny any person the benefit of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by 49 CFR 26 on the basis of race, color, sex, or national origin. The Transportation Authority will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing the accomplishment of the objectives of the Caltrans DBE Program Plan with respect to individuals of a particular race, color, sex, or national origin.

Contract Goal. For this contract, the Transportation Authority has established a DBE goal of 13%. Proposers must document adequate good faith efforts to involve DBEs by completing and submitting the attached Exhibit 10-O1, *Consultant Proposal DBE Commitment*, Exhibit 10-O2, *Consultant Contract DBE Information*, and Exhibit 15-H, *DBE Information – Good Faith Efforts*. Regardless of whether or not proposers are able to meet the DBE goal, all proposers must complete and submit Exhibit 15-H showing that proposers made adequate good faith efforts to meet the goal. Proposals that do not make an adequate good faith effort to meet the DBE contract goal and document adequate good faith efforts shall be considered non-responsive to this procurement.

DBE Regulations. Bidders shall be fully informed with respect to the requirements of the DBE regulations. The DBE regulations in their entirety are incorporated herein by reference. A DBE must be a small business firm defined pursuant to 13 CFR 121 and be certified through the California Unified Certification Program by the proposal due date. A certified DBE may participate as a prime consultant, sub-consultant, joint venture partner with a prime or sub-consultant, vendor of materials or supplies, or as a trucking company. For more information, please refer to Exhibit 10-I, *Notice to Proposers DBE Information*, and Exhibit D, *Guidance for Bidders Completing the Good Faith Effort Submittal*.

SECTION VIII – PROCUREMENT PROTEST AND APPEAL POLICIES AND PROCEDURES

The Transportation Authority has established protest procedures, which apply to all procurements of supplies, equipment, and services. Proposers must file protests with the Transportation Authority no later than five (5) business days after notice, actual or constructive, by the Transportation Authority’s Executive Director or his/her designee, that either their bid (or proposal) is not being considered further, or a recommendation has been made to the Board to award to another bidder. Copies of these policies and procedures are kept at the Transportation Authority’s offices and are available upon written request.

SECTION IX – NOTE REGARDING PUBLIC DISCLOSURE OF RESPONSES AND OTHER MATERIALS

Under the California Public Records Act (PRA; Government Code sections 6250 *et seq.*), records, information and materials submitted to the Transportation Authority, not otherwise exempt, are subject to public disclosure. Immediately after the contract has been awarded, the materials submitted by all proposers will be open to inspection. Each party submitting a response to the RFP should clearly designate financial submittals or other materials, if any, which it in good faith believes to be corporate proprietary information, including trade secrets, protected from disclosure; if no materials are designated, the submitted proposal in its entirety may be subject to PRA. To the extent permitted by law, the Transportation Authority will attempt to maintain the confidentiality of such information by providing the proposer with notice that it has received a request. If the proposer desires that such materials not be disclosed, it may, at its own expense, take appropriate legal action to prevent such disclosure. However, such confidentiality cannot be assured, the Transportation Authority will not be liable for the public disclosure of any material submitted to it.

SECTION X – APPENDICES AND EXHIBITS

The following documents are attached:

- Appendix A – Draft Schedule
- Appendix B – Land Use Planning Scope of Work
- Exhibit A – Debarment and Suspension Certification
- Exhibit B – Terminated Contracts
- Exhibit C – Workforce Data Spreadsheets
- Exhibit D – Guidance for Bidders Completing the Good Faith Effort Submittal
- Exhibit 10-I – Notice to Proposers DBE Information
- Exhibit 10-O1 – Consultant Proposal DBE Commitment
- Exhibit 10-O2 – Consultant Contract DBE Information
- Exhibit 10-Q – Disclosure of Lobbying Activities
- Exhibit 15-H – DBE Information – Good Faith Efforts

Appendix A Draft Schedule

Task #	Task	2016												2017												2018					
		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
A. Program Management																															
A1	Work Program																														
A2	Meetings																														
A3	On-going Program Management																														
B. Communications and Outreach																															
B1	Outreach and Communications Plan																														
B2	Round 1 Public Outreach and Engagement: Goals and values for the future transportation system; Existing and Future Conditions								link to C2/C3																						
B3	Round 2 Public Outreach and Engagement: Transportation Vision Concepts									link to C4																					
B4	Communications and Outreach for Transit Modal Concept Study, Freeway and Street Traffic Management Study, and SFTP 2050																														
B5	Additional Outreach Activities (TBD)																														
C. Transportation Vision																															
C1	Land Use Scenarios																														
C2a	Staff Working Session #1																														
C2b	Develop final Vision Statement, Goals, Objectives, and Metrics																														
C3a	System and Corridor Identification - Existing Conditions																														
C3b	Existing conditions analysis																														
C3c	Future Land Use and Transportation Trends																														
C3d	Target creation/identification																														
C3e	Needs Assessment Memo																														
C4a	Internal Staff working session(s) #2: Initial 50-year Vision Concepts																														
C4b	Land Use and Transportation Network Assessment																														
C4c	Internal Staff Working Session #3: Refined 50-Year Transportation Vision																														
C4d	Final Transportation Vision 2065 Preferred																														
D. Freeway and Street Traffic Management Study																															
D1	Regional and SF Freeway & Streets Network Overview																														
D2	SF Trends Overview																														
D3	Freeway and Street Network Goals and Objectives																														
D4	Long-range Freeway and Street Alternatives Development																														
D5	Freeway and Street Traffic Management Strategy Matrix																														
D6	Strategy Implementation																														
E. Transit Modal Concept Study																															
E1	Identification of TMCS Travel Corridors																														
E2	Modal Concept Evaluation																														
E3	Develop TMCS Project Descriptions and Benefits																														
E4	Storage and Maintenance Facilities Needs																														
E5	TMCS Preliminary Cost Estimation																														
E6	TMCS Project Prioritization and Implementation Strategy																														
E7	TMCS Report																														
F. San Francisco Transportation Plan 2050 Update																															
F1	Regional Transit Integration																														
F2	Project Performance Evaluation																														
F2	2050 Investments Scenarios																														
F3	SFTP 2050 Update Document																														

Appendix B

Land Use Planning Scope of Work (To Be Completed by City Staff/Alternative Resources)

As opposed to the past ABAG projections/Plan Bay Area (PBA) efforts, this City-led Land Use Capacity and Growth Scenario Analysis will not set a singular absolute “number” for the city’s growth capacity or forecasts. Instead, the City will seek to establish a possible range of capacities and paces of growth as influenced by macroeconomic and demographic forces (e.g. regional, national) and local forces (e.g. local growth control measures, zoning controls, policy changes). Moreover, within the time horizon of the transportation studies and PBA (2010-2040), and within the influence of major regional transportation investments being considered in these endeavors, changes in plans, rezoning, and policy that would add development capacity are possible or even likely beyond those presently underway. While these are speculative, it is necessary to identify the areas of the city that could be subject to rezoning in the future and their likelihood, and produce theoretical estimates for the associated additional growth potential that they represent.

SF Planning’s initial objective is to establish a set of three bracketed scenarios that convey Low-Medium-High growth in total housing units and jobs for the period and under existing zoning. However the combination of future speculative plans and policy changes, particularly combined with potential variations in the location of major transit investment (or lack thereof) could change the geographic distribution of that growth. These factors suggest a potential matrix of various combinations of both potential new plan areas and potential growth-inducing (or inhibiting) policy changes. The number of ultimate scenarios refined for transportation analytical purposes will depend on the capacity and scope of transportation analyses to accommodate multiple scenarios. Below are two different approaches to defining growth scenarios. The first (Approach 1), with nine scenarios, may capture a more nuanced range of possible growth distributions, and the second (Approach 2) would capture less range and necessitate making choices between various theoretical policy and planning possibilities. The initial value of preparing these scenarios is to force a disciplined assessment of the likely development trajectories for San Francisco, the key factors in those trajectories, including the relationship between land use and transportation policy and investments, for the purpose of making the best long range land use and transportation choices for San Francisco and the region.

Project Timeline

Our goal is to complete a final set of refined scenarios by December 2015. This timing reflects the ABAG PBA projections process (draft in fall 2015, comments to ABAG due by end of December 2015, adopted in summer 2016) and the Core Capacity Transit Study, which needs initial land use scenarios by autumn 2015. Core Capacity Transit Study will also be informed by the economic analysis of Strategic Economics (consultants) who will provide research insight into some of the effort’s key analytical questions.

- May – June Scoping and Staff Kick-off
- June – Oct Research, Initial Scenarios
- Oct – Nov Refine Scenarios Produce Draft Analysis
- Nov – Dec Finalize Assessment

Scenarios

In order to inform and be informed by the various transportation and regional plans, a range of plausible land use scenarios will be developed for the time frame being considered (i.e. 2065). This range of scenarios will represent low, medium and high levels of overall growth for the city (reflecting a possible range of overall macroeconomic activity and demographic forces) as well as a set of discrete policy and geographic-specific land use changes that result in alternative distributions or focusses of growth within the city. This

latter category will include land use changes that could be reasonably expected to be considered based on known policy factors, physical conditions, or, most importantly, choices on major transportation investments (see Task 1a). Preliminarily, a total of 4 or 5 scenarios will be developed as follows:

Low Growth/Baseline: Buildout of existing zoning capacity and plans currently in process.

Medium Growth A and B (and C): Two to three scenarios that build on the baseline to add different combinations of reasonably possible policy and rezoning/development concepts.

High Growth: Buildout of all reasonably possible policy and rezoning/development concepts.

Task 1a. Develop Possible Rezoning and Policy Changes through 2065

Research and estimate development potential of each scenario component, including assumptions for timing during Vision horizon (Early, Mid, Late) and Critical Dependencies (e.g. None, Political, Transit Investment, Market Demand) for triggering implementation of each change. Review analysis and assumptions, as well as scenario components and scenario packages, with the Project Team.

- *Deliverable: Memo documenting initial draft scenarios, data sets and maps*

Task 1b. Assess Market Demand—Short-Term/Long-Term

Research Job and Household Growth Assumptions (vacancy rates, commercial and residential Employment densities by land use and economic sector; household size, other demographic assumptions.

Research and review factors influencing the pace of growth and review external institutional limits to pace of growth.

Determine soft site “thresholds” (e.g. 30%, 40%, 50%) for various sub-geographies of the city for the purpose of setting the parameters for each scenario.

- *Deliverable: Summary Memo*

Task 1c. Create and Refine Scenarios and Computer Tools

Determine preliminary scenario “packages.”

Compile and model preliminary scenarios.

Review and Assess Scenario Results.

Revise and Refine Scenarios.

- *Deliverable: Summary Memo*

Task 1d. Prepare Draft Assessment and Review with Team and Clients

“Run” the model, summarize results, revise.

Produce Draft Assessment.

- *Deliverables:*
 - *Draft Assessment Report of Results, Implications, Recommendations, Data*
 - *Summary Memo*

Task 1.e: Prepare Final Assessment

Review results with SF Planning internal team, and larger Project Team and partners.

Produce and QA/QC Final Model Run for Each Scenario based on review/comment.

Review, evaluate, generate final assessment, questions, implications, recommendations.

Work closely with TWG and Directors to recommend no more than three land use scenarios for further analysis.

- *Deliverables:*
 - *Final memo with narrative, maps, data summaries, data, methodology, and metadata*
 - *Electronic file with TAZ-level population, household, and employment assumptions for up to 9 potential scenarios*

Exhibit A

Fiscal Year 2015/2016 California Department of Transportation Debarment and Suspension Certification

As required by U.S. DOT regulations on governmentwide Debarment and Suspension (Nonprocurement), 49 CFR 29.100:

- 1) The Applicant certifies, to the best of its knowledge and belief, that it and its contractors, subcontractors and subrecipients:
 - a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
 - b) Have not, within the three (3) year period preceding this certification, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) transaction or contract under a public transaction, violation of Federal or state antitrust statutes, or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, state, or local) with commission of any of the offenses listed in subparagraph (1)(b) of this certification; and
 - d) Have not, within the three (3) year period preceding this certification, had one or more public transactions (Federal, state, and local) terminated for cause or default.
- 2) The Applicant also certifies that, if Applicant later becomes aware of any information contradicting the statements of paragraph (1) above, it will promptly provide that information to the State.
- 3) If the Applicant is unable to certify to all statements in paragraphs (1) and (2) of this certification, through those means available to Applicant, including the General Services Administration's ***Excluded Parties List System (EPLS)***, Applicant shall indicate so in its applications, or in the transmittal letter or message accompanying its annual certifications and assurances, and will provide a written explanation to the State.

Exhibit A – cont'd

**DEPARTMENT OF TRANSPORTATION
DEBARMENT AND SUSPENSION CERTIFICATION
FISCAL YEAR 2015/2016
SIGNATURE PAGE**

In signing this document, I declare under penalties of perjury that the foregoing certifications and assurances, and any other statements made by me on behalf of the Applicant are true and correct.

Signature _____ Date _____

Printed Name _____

As the undersigned Attorney for the above named Applicant, I hereby affirm to the Applicant that it has the authority under state and local law to make and comply with the certifications and assurances as indicated on the foregoing pages. I further affirm that, in my opinion, these certifications and assurances have been legally made and constitute legal and binding obligations of the Applicant.

I further affirm to the Applicant that, to the best of my knowledge, there is no legislation or litigation pending or imminent that might adversely affect the validity of these certifications and assurances or of the performance of the described project.

AFFIRMATION OF APPLICANT'S ATTORNEY

For _____ (Name of Applicant)

Signature _____ Date _____

Printed Name _____

of Applicant's Attorney

Exhibit B – Terminated Contracts

Proposers must provide a list of contracts terminated (partially or completely) by clients for convenience or default within the past three (3) years. For each contract, the list must include the following information:

- Contract number;
- Contract value;
- Description of work;
- Sponsoring organization name; and
- Sponsoring organization key contact information, including name, title and current telephone number.

Proposer does not have any terminated contracts by clients for convenience or default within the past three (3) years.

Authorized Signature

Date Signed

Printed Name

Title

Firm Name

**Exhibit C – Workforce Data Spreadsheet #1
Breakdown of existing employees**

Name of firm: _____

Address: _____

EMPLOYEE * CATEGORIES	TOTAL EMPLOYEE		AFRICAN AMERICAN		HISPANIC		ASIAN/ PAC. ISL.		AMER. IND./ ALAK. NTV.		TOTAL MINORITY		PERCENTAGE WHITE		PERCENTAGE MINORITY	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials																
Managers																
Professionals																
Technicians																
Admin. Support																
Trainees																
Others																
Full-time																
Part-time																
TOTAL																

COMPLETED BY Name: _____ Title: _____ Date: _____

* If the list of occupations on the left side of the workforce data form does not match your occupation titles, please modify the data form to indicate occupations particular to your organization.

**Exhibit C – Workforce Data Spreadsheet #2
Breakdown of employees hired in last 12 months**

Name of firm: _____

Address: _____

EMPLOYEE CATEGORIES	TOTAL EMPLOYEE		AFRICAN AMERICAN		HISPANIC		ASIAN/ PAC. ISL.		AMER. IND./ ALAK. NTV.		TOTAL MINORITY		PERCENTAGE WHITE		PERCENTAGE MINORITY	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials																
Managers																
Professionals																
Technicians																
Admin. Support																
Trainees																
Others																
Full-time																
Part-time																
TOTAL																

COMPLETED BY Name: _____ Title: _____ Date: _____

* If the list of occupations on the left side of the workforce data form does not match your occupation titles, please modify the data form to indicate occupations particular to your organization.



Exhibit D

GUIDANCE FOR BIDDERS COMPLETING THE GOOD FAITH EFFORT SUBMITTAL

The specifications in Section 2 of the project Special provisions for each federally-funded project state the following about documentation of adequate good faith efforts:

“The information necessary to establish the bidder’s adequate good faith efforts to meet the contract goal should include:

- A. The names and dates of each publication in which a request for DBE participation for this project was placed by the bidder.
- B. The names and dates of written notices sent to certified DBEs soliciting bids for this project and the dates and methods used for following up initial solicitations to determine with certainty whether the DBEs were interested.
- C. The items of work which the bidder made available to DBE firms, including, where appropriate, any breaking down of the contract work items (including those items normally performed by the bidder with its own forces) into economically feasible units to facilitate DBE participation. It is the bidder’s responsibility to demonstrate that sufficient work to meet the DBE goal was made available to DBE firms.
- D. The names, address and phone numbers of rejected DBE firms, the firms selected for that work, and the reasons for the bidder’s choice.
- E. Efforts made to assist interested DBEs in obtaining bonding, lines of credit or insurance, and any work which was provided to the DBEs.
- F. Efforts made to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services, excluding supplies and equipment the DBE subcontractor purchases or leases from the prime contractor or its affiliate.
- G. The names of agencies contacted to provide assistance in contracting, recruiting and using DBE firms.
- H. Any additional data to support a demonstration of good faith efforts.”

It is recommended that bidders consider the following in making efforts to obtain participation of DBEs, and when preparing the documentation to be submitted, demonstrating their good faith efforts:

- Advertising for DBE participation may be placed in newspapers, trade papers, minority focus papers and on the Internet.
- The more advertising the better. The wider the audience—especially in trade and focus publications—the better a prime contractor can “get the word out” they plan to bid a project, the better potential for DBEs to know about the project and to whom they should bid.



- Solicitations and follow-up telephone contacts should occur within reasonable time before the opening bid date to allow the subcontractor time to prepare a quote to submit to the bidder. Telephone or e-mail logs, and fax receipts may be used to corroborate follow-up contacts.
- Advertisements and solicitations should state which items or portions of work are being made available. The bidder should consider making as many items of work available as possible to meet the goal, including those items normally performed by the bidder with its own forces.
- Bidders are encouraged to assist DBE subcontractors in the areas of bonding (if required), lines of credit, and obtaining necessary equipment, supplies and materials, and inform DBEs of this assistance in their solicitations.
- The documentation to be submitted to the local agency should clearly demonstrate all efforts made by the bidder to meet the DBE goal. To assist in providing clear documentation, bidders should consider the following:
 - Be careful when referring to “See Attachments” without providing explicit information where to find the material. Clearly identifying these items as Attachment A, Attachment B, etc. is suggested.
 - Attachments may include copies of advertisements, solicitations and logs of telephone follow-ups, e-mail or fax receipts.
 - In documenting the work made available to DBEs, list the bid item number, description of the work and what portion of the item was offered, if applicable.
 - Include quotes from rejected DBEs and the quotes from the firms selected. If the bidder is doing the work at less cost, include the items to be performed and the costs.
 - Identify any contacts with agencies, organizations or groups used or contacted to provide assistance in contacting, recruiting and using DBE firms, and any responses or assistance received from them.
 - Describe any additional information which would demonstrate that adequate good faith efforts were made to meet the goal.

EXHIBIT 10-I NOTICE TO PROPOSERS DBE INFORMATION

The Agency has established a DBE goal for this Contract of _____13%.

1. TERMS AS USED IN THIS DOCUMENT

- The term “Disadvantaged Business Enterprise” or “DBE” means a for-profit small business concern owned and controlled by a socially and economically disadvantaged person(s) as defined in Title 49, Code of Federal Regulations (CFR), Part 26.5.
- The term “Agreement” also means “Contract.”
- Agency also means the local entity entering into this contract with the Contractor or Consultant.
- The term “Small Business” or “SB” is as defined in 49 CFR 26.65.

2. AUTHORITY AND RESPONSIBILITY

- A. DBEs and other small businesses are strongly encouraged to participate in the performance of Contracts financed in whole or in part with federal funds (See 49 CFR 26, “Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs”). The Consultant must ensure that DBEs and other small businesses have the opportunity to participate in the performance of the work that is the subject of this solicitation and should take all necessary and reasonable steps for this assurance. The proposer must not discriminate on the basis of race, color, national origin, or sex in the award and performance of subcontracts.
- B. Proposers are encouraged to use services offered by financial institutions owned and controlled by DBEs.

3. SUBMISSION OF DBE INFORMATION

If there is a DBE goal on the contract, Exhibit 10-O1 *Consultant Proposal DBE Commitment* must be included in the Request for Proposal. In order for a proposer to be considered responsible and responsive, the proposer must make good faith efforts to meet the goal established for the contract. If the goal is not met, the proposer must document adequate good faith efforts. All DBE participation will be counted towards the contract goal; therefore, all DBE participation shall be collected and reported.

Exhibit 10-O2 *Consultant Contract DBE Information* must be included with the Request for Proposal. Even if no DBE participation will be reported, the successful proposer must execute and return the form.

4. DBE PARTICIPATION GENERAL INFORMATION

It is the proposer’s responsibility to be fully informed regarding the requirements of 49 CFR, Part 26, and the Department’s DBE program developed pursuant to the regulations. Particular attention is directed to the following:

- A. A DBE must be a small business firm defined pursuant to 13 CFR 121 and be certified through the California Unified Certification Program (CUCP).
- B. A certified DBE may participate as a prime consultant, subconsultant, joint venture partner, as a vendor of material or supplies, or as a trucking company.
- C. A DBE proposer not proposing as a joint venture with a non-DBE, will be required to document one or a combination of the following:

1. The proposer is a DBE and will meet the goal by performing work with its own forces.
 2. The proposer will meet the goal through work performed by DBE subconsultants, suppliers or trucking companies.
 3. The proposer, prior to proposing, made adequate good faith efforts to meet the goal.
- D. A DBE joint venture partner must be responsible for specific contract items of work or clearly defined portions thereof. Responsibility means actually performing, managing, and supervising the work with its own forces. The DBE joint venture partner must share in the capital contribution, control, management, risks and profits of the joint venture commensurate with its ownership interest.
- E. A DBE must perform a commercially useful function pursuant to 49 CFR 26.55, that is, a DBE firm must be responsible for the execution of a distinct element of the work and must carry out its responsibility by actually performing, managing and supervising the work.
- F. The proposer shall list only one subconsultant for each portion of work as defined in their proposal and all DBE subconsultants should be listed in the bid/cost proposal list of subconsultants.
- G. A prime consultant who is a certified DBE is eligible to claim all of the work in the Contract toward the DBE participation except that portion of the work to be performed by non-DBE subconsultants.

5. RESOURCES

- A. The CUCP database includes the certified DBEs from all certifying agencies participating in the CUCP. If you believe a firm is certified that cannot be located on the database, please contact the Caltrans Office of Certification toll free number 1-866-810-6346 for assistance.
- B. Access the CUCP database from the Department of Transportation, Office of Business and Economic Opportunity Web site at: <http://www.dot.ca.gov/hq/bep/>.
1. Click on the link in the left menu titled *Disadvantaged Business Enterprise*;
 2. Click on Search for a DBE Firm link;
 3. Click on *Access to the DBE Query Form* located on the first line in the center of the page.

Searches can be performed by one or more criteria. Follow instructions on the screen.

6. MATERIALS OR SUPPLIES PURCHASED FROM DBES COUNT TOWARDS THE DBE GOAL UNDER THE FOLLOWING CONDITIONS:

- A. If the materials or supplies are obtained from a DBE manufacturer, count 100 percent of the cost of the materials or supplies. A DBE manufacturer is a firm that operates or maintains a factory, or establishment that produces on the premises the materials, supplies, articles, or equipment required under the Contract and of the general character described by the specifications.
- B. If the materials or supplies purchased from a DBE regular dealer, count 60 percent of the cost of the materials or supplies. A DBE regular dealer is a firm that owns, operates or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the Contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. To be a DBE regular dealer, the firm must be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. A person may be a DBE regular dealer in such bulk items as petroleum products, steel, cement, gravel, stone or asphalt without owning, operating or maintaining a place of business provided in this section.

- C. If the person both owns and operates distribution equipment for the products, any supplementing of regular dealers' own distribution equipment shall be, by a long-term lease agreement and not an ad hoc or Agreement-by-Agreement basis. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not DBE regular dealers within the meaning of this section.
- D. Materials or supplies purchased from a DBE, which is neither a manufacturer nor a regular dealer, will be limited to the entire amount of fees or commissions charged for assistance in the procurement of the materials and supplies, or fees or transportation charges for the delivery of materials or supplies required on the job site, provided the fees are reasonable and not excessive as compared with fees charged for similar services.

EXHIBIT 10-01 CONSULTANT PROPOSAL DBE COMMITMENT

1. Local Agency: San Francisco County Transportation Authority 2. Contract DBE Goal: 13%
 3. Project Description: San Francisco Long Range Transportation Planning Program
 4. Project Location: San Francisco, California
 5. Consultant's Name: _____ 6. Prime Certified DBE:

7. Description of Work, Service, or Materials Supplied	8. DBE Certification Number	9. DBE Contact Information	10. DBE %
Local Agency to Complete this Section		11. TOTAL CLAIMED DBE PARTICIPATION	%
17. Local Agency Contract Number: _____ 18. Federal-Aid Project Number: _____ 19. Proposed Contract Execution Date: _____			
Local Agency certifies that all DBE certifications are valid and information on this form is complete and accurate.		IMPORTANT: Identify all DBE firms being claimed for credit, regardless of tier. Written confirmation of each listed DBE is required.	
_____ 20. Local Agency Representative's Signature	_____ 21. Date	_____ 12. Preparer's Signature	_____ 13. Date
_____ 22. Local Agency Representative's Name	_____ 23. Phone	_____ 14. Preparer's Name	_____ 15. Phone
_____ 24. Local Agency Representative's Title		_____ 16. Preparer's Title	

DISTRIBUTION: Original – Included with consultant's proposal to local agency.

ADA Notice: For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

INSTRUCTIONS – CONSULTANT PROPOSAL DBE COMMITMENT**CONSULTANT SECTION**

- 1. Local Agency** - Enter the name of the local or regional agency that is funding the contract.
- 2. Contract DBE Goal** - Enter the contract DBE goal percentage as it appears on the project advertisement.
- 3. Project Description** - Enter the project description as it appears on the project advertisement (Bridge Rehab, Seismic Rehab, Overlay, Widening, etc.).
- 4. Project Location** - Enter the project location as it appears on the project advertisement.
- 5. Consultant's Name** - Enter the consultant's firm name.
- 6. Prime Certified DBE** - Check box if prime contractor is a certified DBE.
- 7. Description of Work, Services, or Materials Supplied** - Enter description of work, services, or materials to be provided. Indicate all work to be performed by DBEs including work performed by the prime consultant's own forces, if the prime is a DBE. If 100% of the item is not to be performed or furnished by the DBE, describe the exact portion to be performed or furnished by the DBE. See LAPM Chapter 9 to determine how to count the participation of DBE firms.
- 8. DBE Certification Number** - Enter the DBE's Certification Identification Number. All DBEs must be certified on the date bids are opened.
- 9. DBE Contact Information** - Enter the name, address, and phone number of all DBE subcontracted consultants. Also, enter the prime consultant's name and phone number, if the prime is a DBE.
- 10. DBE %** - Percent participation of work to be performed or service provided by a DBE. Include the prime consultant if the prime is a DBE. See LAPM Chapter 9 for how to count full/partial participation.
- 11. Total Claimed DBE Participation %** - Enter the total DBE participation claimed. If the total % claimed is less than item "Contract DBE Goal," an adequately documented Good Faith Effort (GFE) is required (see Exhibit 15-H DBE Information - Good Faith Efforts of the LAPM).
- 12. Preparer's Signature** - The person completing the DBE commitment form on behalf of the consultant's firm must sign their name.
- 13. Date** - Enter the date the DBE commitment form is signed by the consultant's preparer.
- 14. Preparer's Name** - Enter the name of the person preparing and signing the consultant's DBE commitment form.
- 15. Phone** - Enter the area code and phone number of the person signing the consultant's DBE commitment form.
- 16. Preparer's Title** - Enter the position/title of the person signing the consultant's DBE commitment form.

LOCAL AGENCY SECTION

- 17. Local Agency Contract Number** - Enter the Local Agency contract number or identifier.
- 18. Federal-Aid Project Number** - Enter the Federal-Aid Project Number.
- 19. Proposed Contract Execution Date** - Enter the proposed contract execution date.
- 20. Local Agency Representative's Signature** - The person completing this section of the form for the Local Agency must sign their name to certify that the information in this and the Consultant Section of this form is complete and accurate.
- 21. Date** - Enter the date the DBE commitment form is signed by the Local Agency Representative.
- 22. Local Agency Representative's Name** - Enter the name of the Local Agency Representative certifying the consultant's DBE commitment form.
- 23. Phone** - Enter the area code and phone number of the person signing the consultant's DBE commitment form.
- 24. Local Agency Representative Title** - Enter the position/title of the Local Agency Representative certifying the consultant's DBE commitment form.

EXHIBIT 10-O2 CONSULTANT CONTRACT DBE COMMITMENT

1. Local Agency: San Francisco County Transportation Authority 2. Contract DBE Goal: 13%
 3. Project Description: San Francisco Long Range Transportation Planning Program
 4. Project Location: San Francisco, California
 5. Consultant's Name: _____ 6. Prime Certified DBE: 7. Total Contract Award Amount: _____
 8. Total Dollar Amount for **ALL** Subconsultants: _____ 9. Total Number of **ALL** Subconsultants: _____

10. Description of Work, Service, or Materials Supplied	11. DBE Certification Number	12. DBE Contact Information	13. DBE Dollar Amount
Local Agency to Complete this Section			\$
20. Local Agency Contract Number: _____ 21. Federal-Aid Project Number: _____ 22. Contract Execution Date: _____	14. TOTAL CLAIMED DBE PARTICIPATION		%
Local Agency certifies that all DBE certifications are valid and information on this form is complete and accurate.			IMPORTANT: Identify all DBE firms being claimed for credit, regardless of tier. Written confirmation of each listed DBE is required.
_____ 23. Local Agency Representative's	_____ 24. Date	_____ 15. Preparer's Signature	_____ 16. Date
_____ 25. Local Agency Representative's Name	_____ 26. Phone	_____ 17. Preparer's	_____ 18. Phone
_____ 27. Local Agency Representative's Title		_____ 19. Preparer's Title	

DISTRIBUTION: 1. Original – Local Agency
 2. Copy – Caltrans District Local Assistance Engineer (DLAE). Failure to submit to DLAE within 30 days of contract execution may result in de-obligation of federal funds on contract.

ADA Notice: For individuals with sensory disabilities, this document is available in alternate formats. For information call (916) 654-6410 or TDD (916) 654-3880 or write Records and Forms Management, 1120 N Street, MS-89, Sacramento, CA 95814.

INSTRUCTIONS – CONSULTANT CONTRACT DBE COMMITMENTCONSULTANT SECTION

- 1. Local Agency** - Enter the name of the local or regional agency that is funding the contract.
- 2. Contract DBE Goal** - Enter the contract DBE goal percentage as it appears on the project advertisement.
- 3. Project Description** - Enter the project description as it appears on the project advertisement (Bridge Rehab, Seismic Rehab, Overlay, Widening, etc).
- 4. Project Location** - Enter the project location as it appears on the project advertisement.
- 5. Consultant's Name** - Enter the consultant's firm name.
- 6. Prime Certified DBE** - Check box if prime contractor is a certified DBE.
- 7. Total Contract Award Amount** - Enter the total contract award dollar amount for the prime consultant.
- 8. Total Dollar Amount for ALL Subconsultants** – Enter the total dollar amount for all subcontracted consultants. SUM = (DBEs + all Non-DBEs). Do not include the prime consultant information in this count.
- 9. Total number of ALL subconsultants** – Enter the total number of all subcontracted consultants. SUM = (DBEs + all Non-DBEs). Do not include the prime consultant information in this count.
- 10. Description of Work, Services, or Materials Supplied** - Enter description of work, services, or materials to be provided. Indicate all work to be performed by DBEs including work performed by the prime consultant's own forces, if the prime is a DBE. If 100% of the item is not to be performed or furnished by the DBE, describe the exact portion to be performed or furnished by the DBE. See LAPM Chapter 9 to determine how to count the participation of DBE firms.
- 11. DBE Certification Number** - Enter the DBE's Certification Identification Number. All DBEs must be certified on the date bids are opened.
- 12. DBE Contact Information** - Enter the name, address, and phone number of all DBE subcontracted consultants. Also, enter the prime consultant's name and phone number, if the prime is a DBE.
- 13. DBE Dollar Amount** - Enter the subcontracted dollar amount of the work to be performed or service to be provided. Include the prime consultant if the prime is a DBE. See LAPM Chapter 9 for how to count full/partial participation.
- 14. Total Claimed DBE Participation - \$:** Enter the total dollar amounts entered in the "DBE Dollar Amount" column. **%:** Enter the total DBE participation claimed ("Total Participation Dollars Claimed" divided by item "Total Contract Award Amount"). If the total % claimed is less than item "Contract DBE Goal," an adequately documented Good Faith Effort (GFE) is required (see Exhibit 15-H DBE Information - Good Faith Efforts of the LAPM).
- 15. Preparer's Signature** - The person completing the DBE commitment form on behalf of the consultant's firm must sign their name.
- 16. Date** - Enter the date the DBE commitment form is signed by the consultant's preparer.
- 17. Preparer's Name** - Enter the name of the person preparing and signing the consultant's DBE commitment form.
- 18. Phone** - Enter the area code and phone number of the person signing the consultant's DBE commitment form.
- 19. Preparer's Title** - Enter the position/title of the person signing the consultant's DBE commitment form.

LOCAL AGENCY SECTION

- 20. Local Agency Contract Number** - Enter the Local Agency contract number or identifier.
- 21. Federal-Aid Project Number** - Enter the Federal-Aid Project Number.
- 22. Contract Execution Date** - Enter the date the contract was executed.
- 23. Local Agency Representative's Signature** - The person completing this section of the form for the Local Agency must sign their name to certify that the information in this and the Consultant Section of this form is complete and accurate.
- 24. Date** - Enter the date the DBE commitment form is signed by the Local Agency Representative.
- 25. Local Agency Representative's Name** - Enter the name of the Local Agency Representative certifying the consultant's DBE commitment form.
- 26. Phone** - Enter the area code and phone number of the person signing the consultant's DBE commitment form.
- 27. Local Agency Representative Title** - Enter the position/title of the Local Agency Representative certifying the consultant's DBE commitment form.

INSTRUCTIONS FOR COMPLETING EXHIBIT 10-Q DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime federal recipient at the initiation or receipt of covered federal action or a material change to previous filing pursuant to title 31 U.S.C. Section 1352. The filing of a form is required for such payment or agreement to make payment to lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress an officer or employee of Congress or an employee of a Member of Congress in connection with a covered federal action. Attach a continuation sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered federal action for which lobbying activity is or has been secured to influence, the outcome of a covered federal action.
2. Identify the status of the covered federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last, previously submitted report by this reporting entity for this covered federal action.
4. Enter the full name, address, city, state, and zip code of the reporting entity. Include Congressional District if known. Check the appropriate classification of the reporting entity that designates if it is or expects to be a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the first tier. Subawards include but are not limited to: subcontracts, subgrants, and contract awards under grants.
5. If the organization filing the report in Item 4 checks "Subawardee" then enter the full name, address, city, state, and zip code of the prime federal recipient. Include Congressional District, if known.
6. Enter the name of the federal agency making the award or loan commitment. Include at least one organization level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the federal program name or description for the covered federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans and loan commitments.
8. Enter the most appropriate federal identifying number available for the federal action identification in item 1 (e.g., Request for Proposal (RFP) number, Invitation for Bid (IFB) number, grant announcement number, the contract grant or loan award number, the application/proposal control number assigned by the federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered federal action where there has been an award or loan commitment by the Federal agency, enter the federal amount of the award/loan commitments for the prime entity identified in item 4 or 5.
10. Enter the full name, address, city, state, and zip code of the lobbying entity engaged by the reporting entity identified in Item 4 to influence the covered federal action.
11. Enter the full names of the individual(s) performing services and include full address if different from 10 (a). Enter Last Name, First Name and Middle Initial (MI).
12. Enter the amount of compensation paid or reasonably expected to be paid by the reporting entity (Item 4) to the lobbying entity (Item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
13. Check all boxes that apply. If payment is made through an in-kind contribution, specify the nature and value of the in-kind payment.
14. Check all boxes that apply. If other, specify nature.
15. Provide a specific and detailed description of the services that the lobbyist has performed or will be expected to perform and the date(s) of any services rendered. Include all preparatory and related activity not just time spent in actual contact with federal officials. Identify the federal officer(s) or employee(s) contacted or the officer(s) employee(s) or Member(s) of Congress that were contacted.
16. Check whether or not a continuation sheet(s) is attached.
17. The certifying official shall sign and date the form, and print his/her name title and telephone number.

Public reporting burden for this collection of information is estimated to average 30-minutes per response, including time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D.C. 20503. SF-LLL-Instructions Rev. 06-04

If this form is not applicable, please indicate "Not Applicable" on the bottom of the form, then sign and complete signature block.

EXHIBIT 15-H DBE INFORMATION — GOOD FAITH EFFORTS

DBE INFORMATION - GOOD FAITH EFFORTS

Federal-aid Project No. _____ Bid Opening Date _____

The Transportation Authority established a Disadvantaged Business Enterprise (DBE) goal of 13 % for this project. The information provided herein shows that a good faith effort was made.

Lowest, second lowest and third lowest bidders shall submit the following information to document adequate good faith efforts. Bidders should submit the following information even if the “Local Agency Bidder DBE Commitment” form indicates that the bidder has met the DBE goal. This will protect the bidder’s eligibility for award of the contract if the administering agency determines that the bidder failed to meet the goal for various reasons, e.g., a DBE firm was not certified at bid opening, or the bidder made a mathematical error.

Submittal of only the “Local Agency Bidder DBE Commitment” form may not provide sufficient documentation to demonstrate that adequate good faith efforts were made.

The following items are listed in the Section entitled “Submission of DBE Commitment” of the Special Provisions:

- A. The names and dates of each publication in which a request for DBE participation for this project was placed by the bidder (please attach copies of advertisements or proofs of publication):

<u>Publications</u>	<u>Dates of Advertisement</u>

- B. The names and dates of written notices sent to certified DBEs soliciting bids for this project and the dates and methods used for following up initial solicitations to determine with certainty whether the DBEs were interested (please attach copies of solicitations, telephone records, fax confirmations, etc.):

<u>Names of DBEs Solicited</u>	<u>Date of Initial Solicitation</u>	<u>Follow Up Methods and Dates</u>

- C. The items of work which the bidder made available to DBE firms including, where appropriate, any breaking down of the contract work items (including those items normally performed by the bidder with its own forces) into economically feasible units to facilitate DBE participation. It is the bidder's responsibility to demonstrate that sufficient work to facilitate DBE participation was made available to DBE firms.

Items of Work	Bidder Normally Performs Item (Y/N)	Breakdown of Items	Amount (\$)	Percentage Of Contract

- D. The names, addresses and phone numbers of rejected DBE firms, the reasons for the bidder's rejection of the DBEs, the firms selected for that work (please attach copies of quotes from the firms involved), and the price difference for each DBE if the selected firm is not a DBE:

Names, addresses and phone numbers of rejected DBEs and the reasons for the bidder's rejection of the DBEs:

Names, addresses and phone numbers of firms selected for the work above:

- E. Efforts made to assist interested DBEs in obtaining bonding, lines of credit or insurance, and any technical assistance or information related to the plans, specifications and requirements for the work which was provided to DBEs:

F. Efforts made to assist interested DBEs in obtaining necessary equipment, supplies, materials or related assistance or services, excluding supplies and equipment the DBE subcontractor purchases or leases from the prime contractor or its affiliate:

G. The names of agencies, organizations or groups contacted to provide assistance in contacting, recruiting and using DBE firms (please attach copies of requests to agencies and any responses received, i.e., lists, Internet page download, etc.):

Name of Agency/Organization	Method/Date of Contact	Results
<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>

H. Any additional data to support a demonstration of good faith efforts (use additional sheets if necessary):

NOTE: USE ADDITIONAL SHEETS OF PAPER IF NECESSARY.