



Memorandum

Date: 02.08.17 **RE:** Finance Committee
February 14, 2017

To: Finance Committee: Commissioners Fewer (Chair), Cohen (Vice Chair), Kim, Ronen, Yee and Peskin (Ex Officio)

From: Eric Cordoba – Deputy Director for Capital Projects *EC*

Through: Tilly Chang – Executive Director *TC*

Subject: **ACTION** – Recommend Approving an Eligible List for On-Call Project Management Oversight and General Engineering Services, Authorizing the Executive Director to Execute Contracts to Shortlisted Consultants for a Three-Year Period with an Option to Extend for Two Additional One-Year Periods in a Combined Total Amount Not to Exceed \$6,000,000, and Authorizing the Executive Director to Negotiate Payment Terms and Non-Material Contract Terms and Conditions

Summary

On November 1, 2016, the Transportation Authority issued a Request for Qualifications (RFQ) for on-call project management and general engineering consultant services to augment and complement the Transportation Authority's internal resources over the next three years, up to a maximum of five years. These firms will serve as an on-call supplement to staff particularly for oversight and delivery support for major capital projects, handling tasks during peak workloads, and taking on tasks requiring specialized expertise and quicker response times than existing staff resources alone would permit. The establishment of contracts with multiple consultant teams will enable the Transportation Authority to enlist the services of a broad range of engineering consultant specialists on an on-call, task order basis. By the due date of November 30, 2016, the Transportation Authority received 43 Statements of Qualifications in response to the RFQ. The review panel consisting of Transportation Authority and San Francisco Municipal Transportation Agency staff evaluated the proposals based on the qualifications and other criteria outlined in the RFQ. Based on this competitive selection process, the review panel recommends the approval of an eligible list and awarding consultant contracts to the 28 firms listed in Attachment 2.

BACKGROUND

In its three core roles – to plan, fund and deliver transportation improvements for San Francisco – the Transportation Authority has responsibility for project development, delivery or delivery support and oversight of a wide range of projects covering all modes of surface transportation, such as the Transbay Transit Center and downtown rail extension projects, Caltrain Modernization projects, and many transit, bike, pedestrian and streetscape projects led by the San Francisco Municipal Transportation Agency (SFMTA) and others. In addition, the Transportation Authority has implementation responsibilities for several major capital projects, such as design and construction of the Yerba Buena Island Interchange Improvement project, I-280/Interchange Modifications at Balboa Park, Vision Zero Ramp Intersections, Treasure Island Mobility Management Agency (TIMMA) Infrastructure Projects, and planning and project development of freeway corridor management improvements.

On-call project management oversight (PMO) and general engineering consultant (GEC) services are intended to augment and complement the Transportation Authority's internal resources by providing specialized expertise, serving as an on-call supplement to staff particularly for oversight and delivery support for major capital projects, handling tasks during peak workloads, and taking on tasks requiring quicker response times than existing staff resources alone would permit. The Transportation Authority has used on-call lists of engineering firms in the past to expedite project delivery and expand the skillset and resources available. In addition to its involvement with the major capital projects listed above, the Transportation Authority oversees all other projects and programs in the Prop K and Prop AA Expenditure Plans; provides oversight and support for the Transportation Fund for Clean Air (TFCA) projects programmed by the Transportation Authority; and in its capacity as Congestion Management Agency (CMA), assists project sponsors in meeting timely use of funds by deadlines and delivering projects funded with federal, state or regional funds.

Since August 2013, PMO and GEC services have been provided by Zurinaga Associates and VSCE, Inc. teams. Current contracts with these two teams will expire in June 2017. Consistent with the Transportation Authority's Procurement Policy, contracts, including all options therein, are generally limited to a maximum period of five years, after which they are re-bid. Attachment 3 summarizes the contract utilization and Disadvantaged Business Enterprise (DBE) participation rates for current PMO and GEC contracts.

DISCUSSION

The purpose of this memorandum is to present the list of pre-qualified respondents to provide on-call PMO and GEC services and to seek a recommendation for the award of the contracts as requested.

The proposed bench of qualified firms shall provide the Transportation Authority with services on an on-call, task order basis to enhance the Transportation Authority's project development, delivery support and oversight capabilities. These consultants understand the multiple roles that the Transportation Authority plays, recognize the complexity of the inter-agency relationships and political sensitivity of many of the Transportation Authority's projects, and will develop reports and provide technical advice accordingly. Having redundancy also provides flexibility in the event of schedule conflicts or conflicts of interest. These consultants have been selected to address many aspects of project development, engineering, and delivery covering a broad range of multimodal projects including, but not limited to: tunnels, rail lines and transit stations, bus rapid transit, transit fleet rehabilitation and maintenance projects, transit facilities rehabilitation, water ferry service, roadways, structures and bridges, bicycle and pedestrian improvements, traffic calming, traffic signals and intelligent transportation systems, and various planning topics.

In the coming year, we anticipate continued need for project delivery oversight, project delivery support, and general engineering services as a large number of major projects are already in or moving into more advanced phases. For example, in Fiscal Year (FY) 2016/17, we will need PMO and GEC services to assist with continued implementation of oversight protocols for the SFMTA's Central Subway, the Transbay Joint Powers Authority's Transbay Transit Center (Phase I) and the Downtown Rail Extension (Phase II), and Caltrain Electrification and Modernization.

In addition, TIMMA Projects including tolling infrastructure, transit improvements, and water ferry service are being planned; the SFMTA's numerous transit modernization projects (e.g. radio replacement, facilities improvements) are ongoing; Van Ness Bus Rapid Transit (BRT) is entering construction and Geary Corridor BRT will be advancing design; the Yerba Buena Island's West Side Bridges will move into focus with an anticipated Construction Management General Contractor

procurement; the Freeway Corridor Management Study will move from the planning phase into an engineering phase; the Vision Zero Ramps planning and conceptual engineering study will kick off; and the I-280/Interchange Modifications at Balboa Park project will move towards the design phase.

Procurement Process: On November 1, 2016, we issued a Request for Qualifications (RFQ) for on-call PMO and GEC services. The scope of services is included as Attachment 1. It is our intent to pre-qualify multiple consultant firms and/or teams of firms in three major categories: 1) Project Management Oversight and Support Services, 2) Project Delivery and Project Controls Support Services, and 3) General Engineering Services. Engaging consultant firms through a task order contract allows the Transportation Authority flexibility to assign work to the team best capable of delivering the required services. The establishment of contracts with several on-call consultant teams will enable the Transportation Authority to enlist the services of a broader range of engineering consultant specialists and will provide more options to take advantage of their different areas of expertise and to avoid occasional schedule/availability conflicts or conflicts of interest.

We took steps to encourage participation from DBE, Small Business Enterprise (SBE) and Local Business Enterprise (LBE) firms, including advertising in six local newspapers: Nichi Bei Weekly, Small Business Exchange, San Francisco Bay View, San Francisco Examiner, San Francisco Chronicle and The Western Edition. We also distributed the RFQ to certified DBEs, SBEs, LBEs, the Bay Area and cultural Chambers of Commerce, and the Small Business Council. We held a pre-proposal conference on November 8, 2016, which provided opportunities for small business and larger firms to meet and form partnerships. A total of 84 firms attended the conference.

By the due date of November 30, 2016, we received 43 Statements of Qualifications (SOQs). The large number of SOQs received is a result of a new procurement technique for this particular contract of unbundling the scope of services and establishing an eligible list of specialty consultants to provide professional services on a task order basis, which allows smaller firms to submit proposals independently. The review panel, consisting of Transportation Authority and SFMTA staff, evaluated the proposals based on the qualifications and other criteria outlined in the RFQ, including the proposers' understanding of project objectives, technical and management approach, capabilities and experience, and approach to team organization and DBE, SBE and LBE inclusion. Interviews were not conducted nor deemed necessary due to the quality of the SOQs and the familiarity of staff with previous work performed by the majority of firms who submitted SOQs. In addition, the review panel evaluated each firm's strengths and weaknesses in each specialty area for which the firm is seeking consideration and reviewed the prime consultant's references.

Based on the competitive selection process, the review panel recommends pre-qualifying 28 of the 43 firms or teams of firms (collectively as respondents) – 9 respondents for Project Management Oversight and Support Services, 17 respondents for Project Delivery and Project Controls Support Services, and 22 respondents for General Engineering Services. Several firms are pre-qualified for more than one area of expertise as shown in Attachment 2. Pre-qualified respondents who possess similar areas of expertise may be invited to submit proposals and/or participate in oral interviews as part of the task order negotiation process. We may consider factors including but not limited to availability in the timeframe needed, known performance, DBE/SBE/LBE certification status, conflict of interest, and cost in the task order selection process. The selection of a consultant would be made based on the proposal that is deemed to best meet the evaluation criteria for the specific project. DBE, SBE and/or LBE goals will be established for each individual task order request, based on the project's funding sources, specific scope of work and determination of subcontracting opportunities for each assignment of work. Each respondent selected for a particular task order will be required to meet the established DBE/SBE/LBE goal for that particular task order.

ALTERNATIVES

1. Recommend approving an eligible list for on-call project management oversight and general engineering services, authorizing the Executive Director to execute contracts to shortlisted consultants for a three-year period with an option to extend for two additional one-year periods in a combined total amount not to exceed \$6,000,000, and authorizing the Executive Director to negotiate payment terms and non-material contract terms and conditions, as requested.
2. Recommend approving an eligible list for on-call project management oversight and general engineering services, authorizing the Executive Director to execute contracts to shortlisted consultants for a three-year period with an option to extend for two additional one-year periods in a combined total amount not to exceed \$6,000,000, and authorizing the Executive Director to negotiate payment terms and non-material contract terms and conditions, with modifications.
3. Defer action, pending additional information or further staff analysis.

CAC POSITION

The CAC was briefed on this item at its January 11, 2017 special meeting and unanimously adopted a motion of support for the staff recommendation.

FINANCIAL IMPACTS

The scope of work described in the RFQ is anticipated in the Transportation Authority's adopted FY 2016/17 work program and budget through relevant projects and studies, including the Freeway Corridor Management Study. Budget for these activities will be funded by a combination of federal Surface Transportation Planning grants, federal grants from Caltrans and the Metropolitan Transportation Commission, local contributions from the Treasure Island Development Authority, and Prop K sales tax funds. The first year's activity is included in the Transportation Authority's adopted FY 2016/17 budget. Sufficient funds will be included in future fiscal year budgets to cover the remaining cost of the contracts.

RECOMMENDATION

Recommend approving an eligible list for on-call project management oversight and general engineering services, authorizing the Executive Director to execute contracts to shortlisted consultants for a three-year period with an option to extend for two additional one-year periods in a combined total amount not to exceed \$6,000,000, and authorizing the Executive Director to negotiate payment terms and non-material contract terms and conditions

Attachments (3):

1. On-Call Project Management Oversight and General Engineering Scope of Services
2. On-Call Project Management Oversight and General Engineering Contract Shortlisted Respondents
3. Contract Utilization and Disadvantage Business Enterprise Participation for Current On-Call Project Management Oversight and General Engineering Contracts

Attachment 1

On-Call Project Management Oversight and General Engineering Consultant Services

Scope of Work

The Transportation Authority seeks consultant services to support various projects described above, and others that may arise. Anticipated tasks and desired areas of expertise are listed below. It is the intent of the Transportation Authority to pre-qualify multiple consultant firms and/or teams of firms (hereafter “Respondents”) in the major tasks described below that will collectively provide the best overall service packages to the Transportation Authority, inclusive of fee considerations, on an as-needed basis for transportation projects through the issuance of task orders.

Following Board authorization to award a contract(s), the Transportation Authority will contract with the selected Respondents for a term of up to three years, with an option to extend, which may be exercised at the discretion of the Transportation Authority, for two additional one-year periods (up to a total of five years). The Transportation Authority has budgeted \$8,000,000 for these contracts for the first three-year term, with the value of subsequent one-year extensions to be determined by future Transportation Authority budgets. Please note this is a ceiling and not a target.

The Transportation Authority seeks consultant services with expertise in the areas below. Respondents must declare which capabilities they are qualified to support. Respondents may submit evidence of qualifications for some or all of the areas of expertise, and state those areas for which pre-qualification is sought. Specialty consultants may respond to this request individually, and/or as part of one or more teams of firms.

TASK 1 – Project Management Oversight and Support Services

The project management oversight (PMO) and project management support services required will include:

- Hold or attend project progress meetings, weekly or as deemed necessary, between sub-consultants, the Transportation Authority, Caltrans oversight, SFMTA, other City agencies such as San Francisco Public Works (SFPW) and the Planning Department, and other interested parties. Prepare and distribute minutes of all meetings.
- Participate in monthly and / or quarterly project status updates, roadmap calls, or relevant public hearings or meetings and prepare meeting minutes, and recommend resolution of outstanding concerns.
- Arrange for, coordinate and participate in pre-bid conferences, including preparation of meeting minutes, including a comprehensive list of Action Items, when requested.
- Prepare monthly progress reports documenting the progress of each project describing key project delivery issues as they relate to meeting the project objectives and more significantly for quality, cost and schedule status.
- Establish and process project control documents including:
 - Progress reports and minutes of project team meetings
 - Review and analysis of monthly invoices
 - Review and analysis of project submittals
 - Review and analysis of contract modifications and negotiations

- Review of certified payrolls
- Perform review of contract documents (construction plans, special provisions, bid proposal and relevant information) for various projects and submit a report on discrepancies, inconsistencies, omissions, ambiguities, proposed changes and recommendations.
- Evaluate, negotiate, recommend, and prepare changes to the grant agreements. Perform quantity and cost analysis as required for negotiation of scope and budget changes to project grant agreements.
- Evaluate, negotiate and make recommendations related to funding and financing strategies and plans developed by project sponsors or implementing agencies.
- Perform constructability review of the construction contract documents (construction plans, special provisions, bid proposal and relevant information) for various projects and submit a constructability report on discrepancies, inconsistencies, omissions, ambiguities, proposed changes and recommendations.
- Monitor project budget, purchases and payments.
- Monitor design consultant and stakeholder review activities.
- Review Master Project (baseline) and monthly Project Construction schedules and associated updates, and evaluate actual progress, weather delays and change order impacts. Compare work progress with planned schedule and notify the Transportation Authority and Project Sponsors of project slippage. Review contractor's plan to mitigate schedule delays.
- Development and review of cooperative agreements with various agencies
- Development and review of memorandums of understanding and coordination agreements

Desired areas of expertise include:

- 1.1 Project Management Oversight
- 1.2 Project Management Support Services
- 1.3 Interagency Processes & Coordination
 - 1.3.1 Caltrans
 - 1.3.2 Federal Highway Administration (FHWA)
 - 1.3.3 Federal Transit Administration (FTA)
 - 1.3.4 Federal Railroad Administration
 - 1.3.5 City and County of San Francisco
 - 1.3.6 Other (please specify)

TASK 2 – Project Delivery and Project Controls Support Service

Project Delivery and Project Controls support services required will include:

- Monitor project budget, purchases and payments; and report expenditures against project funding and percent completion.
- Prepare and maintain a detailed Critical Path Method (CPM) schedule including pre-construction, construction, and project start-up activities into revenue operation.

- Complete review, comment and approval of the project’s baseline schedule of work and propose how the project may be implemented more effectively.
- Maintain project documentation per Federal and State requirements. Enforce Labor Compliance requirements when required.
- Prepare, recommend and negotiate project funding and financing strategies and plans.
- Establish and process project control documents including:
 - Progress reports and minutes of project team meetings
 - Monthly invoice reviews
 - Certifications
 - Project Submittals
 - Contract modifications and negotiations
 - Review of certified payrolls
- Review of design documents for feasibility, constructability, and construction sequencing
- Review of design documents for value engineering
- Preparation of project funding and finance strategies and plans
- Identification of opportunities for innovative project delivery methods
- Establish and implement a QA/QC procedure for the engineering efforts undertaken for specific projects by in-house staff and by sub-consultants. The QA/QC procedure set forth for the projects shall be consistent with the project funding partner’s requirements as well as the Transportation Authority’s requirements. QA/QC procedures are to be consistent with governing federal, state or local agency guidance as applicable including guidance promulgated by Caltrans, FHWA or FTA.

Desired areas of expertise include:

- 2.1 Project Delivery Methods
 - 2.1.1 Design-Bid-Build
 - 2.1.2 Design-Build
 - 2.1.3 Construction Manager-General Contractor or Construction Manager at Risk
 - 2.1.4 Design-Build-Finance-Operate-Maintain
- 2.2 Public Private Partnership Evaluation (e.g. Value for Money analysis)
- 2.3 Funding and Financing Strategy Development
- 2.4 Feasibility, Constructability, and Construction Sequencing
- 2.5 Risk Analysis and Management
- 2.6 Value Engineering
- 2.7 Cost Estimating
- 2.8 Cost and Schedule Controls
- 2.9 Procedures, Quality Assurance, and Project Management Plans

TASK 3 – General Engineering Services

The general engineering (GE) consulting services required will include, but not limited to:

- Prepare preliminary engineering documents for local roadway, highway and transit projects
- Review and comment on preliminary engineering documents for local roadway, highway and transit projects

Desired areas of expertise include:

- 3.1 Traffic Engineering
- 3.2 Transit Operations, Systems, and Vehicles
- 3.3 Geotechnical analysis and evaluations
- 3.4 Disciplines applied to Transportation Facilities & Infrastructure
 - 3.4.1 Civil Engineering
 - 3.4.2 Structural Engineering
 - 3.4.3 Geotechnical Engineering
 - 3.4.4 Tunnel and Underground Engineering
 - 3.4.5 Hydrology and Drainage Engineering
 - 3.4.6 Utility Engineering and Agreements
 - 3.4.7 Mechanical Engineering
 - 3.4.8 Electrical Engineering
 - 3.4.9 Materials Engineering
 - 3.4.10 Architecture
 - 3.4.11 Landscape Architecture
- 3.5 Surveying and mapping
- 3.6 Environmental Permitting, Impact Evaluation, Clearance, and Compliance
- 3.7 Real Estate and Right of Way Acquisition Services
- 3.8 Intelligent Transportation Systems and Technologies
- 3.9 Tolling Systems Integration and Commissioning
- 3.10 Ferry Service planning, engineering, operations

General Administration

The Consultant will also perform the following general project administrative duties:

- a) Prepare a monthly summary of total consultant service charges made to each task. This summary shall present the contract budget for each task, any re-allocated budget amounts, the prior billing amount, the current billing, total billed to date, and a total percent billed to date. Also for each task, prepare an estimate of budget needed to complete the task and compare this amount to the original and modified budget, funding and percent of scope completed to track project effectiveness. Narratives will contain a brief analysis of budget-to-actual expenditure variances, highlighting any items of potential concern for Transportation Authority consideration before an item becomes a funding issue.
- b) Provide a summary table in the format determined by the Transportation Authority indicating the amount of Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Local Business Enterprise (LBE) firm participation each month based upon current billing and total billed to date. Include the actual invoiced to-date and paid to-date figures and compare them to the original budget in the contract to track performance against DBE/SBE/LBE goals.
- c) Provide a monthly invoice in the standard format determined by the Transportation Authority that will present charges by task, by staff members at agreed-upon hourly rates, with summary

expense charges and sub-consultant charges. Detailed support documentation for all consultant direct expenses and sub-consultant charges will be attached.

The selected Consultant firms/teams shall demonstrate the availability of qualified personnel to perform general engineering and contract administration. All reports, calculations, measurements, test data and other documentation shall be prepared on forms specified and/or consistent with either Caltrans or FTA standards.

Licensing Requirements

All persons in responsible charge of engineering and oversight of projects for which the California Professional Engineers Act (Building and Professions Code §§ 6700-6799) requires licensing as professional engineers in the State of California shall be so licensed. Each person in responsible charge of engineering is to be licensed in the discipline appropriate for that person's scope of responsibility and anticipated tasks. Persons in responsible charge of non-engineering disciplines that require licensing in the State of California are to be licensed appropriately.

Attachment 2
Shortlisted Respondents
On-Call Project Management Oversight and General Engineering Consultant Services

No.	Prime Consultant	Project Management	Project Delivery & Controls	General Engineering	Area(s) of Expertise	Subconsultants
1	AECOM			X	Highway/Transit/ Environmental	Associated Right of Way Services, Inc. (SBE) Haygood & Associates (DBE) WRECO (DBE, SBE) YEI Engineers, Inc. (DBE, SBE) Y&C Transportation Consultants, Inc. (DBE, SBE)
2	Associated Right of Way Services, Inc. (SBE)			X	Right-of-way	N/A
3	Biggs Cardosa Associates, Inc. (LBE)		X	X	Structural	N/A
4	Brierley Associates Corporation		X	X	Geotech/Tunneling	Alta Engineering Group, Inc. (DBE, SBE, LBE) Dr. Mole, Inc.
5	Cardno, Inc.			X	Environmental	Associated Right of Way Services, Inc. (SBE) Fanning & Company, LLC Parisi Transportation Consulting (DBE, SBE) Value Management Strategies, Inc.
6	Ernst & Young Infrastructure Advisors, LLC		X		Financial	N/A
7	Fehr & Peers (LBE)			X	Traffic	N/A
8	HDR Engineering, Inc. (LBE)		X	X	Highway/ Public Private Partnership	Biggs Cardosa Associates (LBE) CirclePoint (SBE) Daniller Consulting (DBE, LBE) Far Western Fehr & Peers (LBE) FMG Architects (DBE, LBE) Geotechnical Consultants, Inc. (DBE, LBE) Illingworth & Rodkin, Inc. (SBE) JRP Historical Consulting, LLC (SBE) Merrill Morris Partners (DBE, SBE, LBE) MSA Design & Consulting (SBE, LBE) Parikh Consultants (DBE, SBE) Parisi Transportation Consulting (DBE, SBE) Transamerican Engineers & Associates (DBE, LBE) WRECO (DBE, SBE)

Abbreviations:

DBE: Disadvantaged Business Enterprise
SBE: Small Business Enterprise
LBE: Local Business Enterprise

No.	Prime Consultant	Project Management	Project Delivery & Controls	General Engineering	Area(s) of Expertise	Subconsultants
9	HNTB Corporation (LBE)	X	X	X	Highway/Tolling	N/A
10	Infrastructure Development Strategies (DBE)		X		Public Private Partnership/ Financial	Project Finance Advisory Ltd.
11	Kimley-Horn			X	Traffic	Acumen Building Enterprise, Inc. (DBE, SBE) Stevens & Associates (DBE, SBE, LBE) Davis & Associates Communications, Inc. (DBE, SBE, LBE)
12	Kittelson & Associates, Inc.			X	Traffic	N/A
13	McMillen Jacobs Associates		X	X	Tunneling	N/A
14	Mott MacDonald (LBE)	X	X	X	Highway/Transit	Acosta Engineering Solutions, P.C. (DBE, SBE, LBE) CDM Smith, Inc. CHS Consulting Group (DBE, SBE, LBE) ICF Jones & Stokes, Inc. Kwan Henmi Architecture/Planning (DBE, SBE) Rail Surveyors and Engineers, Inc. (DBE) Sperry Capital, Inc. (SBE) Zoon Engineering, Inc. (SBE)
15	Overland, Pacific & Cutler, Inc.			X	Right-of-way	N/A
16	Parisi Transportation Consulting (DBE, SBE)	X		X	Traffic	N/A
17	Parsons (LBE)	X	X	X	Highway/Environmental	AGS, Inc. (DBE, SBE, LBE) Associated Right of Way Services, Inc. (SBE) Bicycle Solutions CDM Smith Inc. Chaudhary & Associates, Inc. (DBE, SBE) CHS Consulting Group (DBE, SBE, LBE) Johnson Marigot Consulting, LLC (SBE) JRP Historical Consulting, LLC (SBE) Moffatt & Nichol Resource Sciences and Planning, LLC (DBE) Silicon Transportation Consultants (DBE, SBE) Terry A. Hayes Associates Inc. (DBE, SBE) Value Management Strategies, Inc. WRECO (DBE, SBE)

Abbreviations:

DBE: Disadvantaged Business Enterprise

SBE: Small Business Enterprise

LBE: Local Business Enterprise

No.	Prime Consultant	Project Management	Project Delivery & Controls	General Engineering	Area(s) of Expertise	Subconsultants
18	Rajappan & Meyer Consulting Engineers, Inc. (SBE)			X	Highway	CHS Consulting Group (DBE, SBE, LBE) Jacobs Engineering Group WRECO (DBE, SBE)
19	S&C Engineers, Inc. (SBE)	X	X		Constructability	N/A
20	SENER Engineering & Systems Inc.		X		Public Private Partnership	N/A
21	Silicon Transportation Consultants (DBE, SBE)			X	Tolling	N/A
22	Sperry Capital, Inc. (SBE)		X		Public Private Partnership/ Financial	N/A
23	Stantec Consulting Services Inc.	X	X	X	Project Management/Ferry/ Intelligent Transportation Systems	Advance Project Delivery Inc. BayPac Consult Inc. (DBE) Klingensmith Enterprises, Inc. Novani, LLC (DBE) Prop SF LLC S Kwok Engineers, Inc. (DBE, SBE) Silicon Transportation Consultants (DBE, SBE) Tideline Marine Group, Inc. Vali Cooper & Associates, Inc.
24	Traffic Technologies Inc. (LBE)	X	X	X	Tolling	N/A
25	T.Y. Lin International		X	X	Structural	AGS, Inc. (DBE, SBE, LBE) Applied Materials & Engineering, Inc. (DBE) Earth Mechanics, Inc. (DBE, SBE) Haygood & Associates (DBE) LDA Architects Inc. (SBE, LBE) McMillen Jacobs Associates Stevens & Associates (DBE, SBE, LBE) WRECO (DBE, SBE)

Abbreviations:

DBE: Disadvantaged Business Enterprise

SBE: Small Business Enterprise

LBE: Local Business Enterprise

No.	Prime Consultant	Project Management	Project Delivery & Controls	General Engineering	Area(s) of Expertise	Subconsultants
26	WMH Corporation (SBE)			X	Highway	Apex Strategies Associated Right of Way Services, Inc. (SBE) David J. Powers (DBE) Earth Mechanics, Inc. (DBE, SBE) Fehr & Peers (LBE) Haygood & Associates (DBE) MGE Engineering, Inc. (DBE, SBE) Parisi Transportation Consulting (DBE, SBE) Radman Aerial (SBE) Rail Surveyors and Engineers, Inc. (DBE) Towill, Inc. WRECO (DBE, SBE) WSP/Parsons Brinckerhoff (LBE) Y&C Transportation Consultants, Inc. (DBE, SBE)
27	WSP/Parsons Brinckerhoff (LBE)	X	X	X	Highway/Environmental	Abtahi Engineering Management Consulting (SBE) Barbary Coast Consulting (DBE, SBE, LBE) Baymetrics (DBE) CHS Consulting Group (DBE, SBE, LBE) Cooper Pugeda Management Inc. (DBE, SBE, LBE) Fagan Consulting, LLC (DBE) KPMG M Lee Corporation (DBE, SBE, LBE) Transamerican Engineers & Associates (DBE, LBE) WRECO (DBE, SBE) YEI Engineers, Inc. (DBE, SBE) Zoon Engineering, Inc. (SBE)
28	Zurinaga Associates (DBE)	X	X		Project Management	Cole Management & Engineering, Inc. (DBE, SBE) KL Bartlett Consulting (DBE) PDM Group Inc. (DBE) Pendergast Consulting Group (DBE, SBE)
Total Respondents by Category		9	17	22		

Abbreviations:

DBE: Disadvantaged Business Enterprise

SBE: Small Business Enterprise

LBE: Local Business Enterprise

**Attachment 3.
On-Call PMO & GEC Contract Utilization (2013 - 2017)**

Project Description	Major Consultant(s)	Amount Awarded
Project Management Oversight	Zurinaga Associates (DBE) ⁽¹⁾	\$ 1,645,178
I-80/Yerba Buena Island Ramps - East Side	Zurinaga Associates (DBE) ⁽¹⁾ PDM Group, Inc. Associated Right of Way Services (SBE) K.L. Bartlett Consulting Pendergast Consulting Group (SBE) Parisi Transportation Consulting (DBE, SBE)	\$ 1,335,608
I-80/Yerba Buena Island Bridge Structures - West Side Improvement Project	Zurinaga Associates (DBE) ⁽¹⁾ PDM Group, Inc. Associated Right of Way Services (SBE) K.L. Bartlett Consulting Parisi Transportation Consulting (DBE, SBE)	\$ 898,848
19th Ave Bulb-Outs Project Study Report/ Project Report	HNTB Corporation (LBE) PDM Group, Inc. Associated Right of Way Services (SBE)	\$ 389,665
Treasure Island Mobility Management Agency (TIMMA) Pre-Implementation Support	FRSF Consulting	\$ 228,247
Geary Boulevard Bus Rapid Transit	Parisi Transportation Consulting (DBE, SBE) Pendergast Consulting Group (SBE) Stevens & Associates (DBE, SBE, LBE)	\$ 172,159
General Program Management Oversight Services	VSCE, Inc. (DBE, SBE) Acosta Engineering Solutions (DBE, SBE, LBE) Hill International Kimley-Horn and Associates	\$ 99,966
Future Operations Planning Assessment and Implementation Roadmap	HNTB Corporation (LBE)	\$ 84,625
Freeway Corridor Management Study Phase 2	PDM Group, Inc. Kimley-Horn and Associates	\$ 76,184
Lombard Street Corridor Project	PDM Group, Inc. Associated Right of Way Services (SBE)	\$ 57,276
TIMMA Phase 1 - Outreach	Pendergast Consulting Group (SBE)	\$ 55,669
TIMMA Tolling Environmental Support	Circlepoint (SBE)	\$ 52,937
Balboa Park Circulation Study	HNTB Corporation (LBE) Circlepoint (SBE)	\$ 43,934
Van Ness Avenue Bus Rapid Transit	VSCE, Inc. (DBE, SBE) Hill International Kimley-Horn and Associates	\$ 42,346
Vision Zero Ramp Intersection Study	Parisi Transportation Consulting (DBE, SBE)	\$ 26,461
Project Management Training	Zurinaga Associates (DBE) ⁽¹⁾	\$ 22,813

Attachment 3.
On-Call PMO & GEC Contract Utilization (2013 - 2017)

Project Description	Major Consultant(s)	Amount Awarded
Northbound San Jose Avenue and I-280 Off-Ramp	Parisi Transportation Consulting (DBE, SBE)	\$ 20,778
City Carshare eFleet Car Sharing Electrified Project	Advance Project Delivery	\$ 20,610
Freeway Corridor Management Study Phase 1	FRSF Consulting	\$ 14,780
I-280 Interchange Modifications at Balboa Park	CHS Consulting (DBE, SBE, LBE)	\$ 12,165
Folsom Street Ramps Project	Zurinaga Associates (DBE) ⁽¹⁾	\$ 9,606
19th Ave M-Line Replacement Transit Study Outreach	Circlepoint (SBE)	\$ 4,778
Total Executed Task Orders		\$ 5,314,633

⁽¹⁾ Effective as of August 31, 2015, Cordoba/Zurinaga Joint Venture changed its name to Zurinaga Associates.

Attachment 3.
On-Call PMO & GEC Contracts (2013 - 2017) DBE Participation

Total Executed Task Orders	\$ 5,314,633
Amount Awarded to DBE Firms	\$ 2,834,617
Percent of Task Orders Awarded to DBE Firms	53%
Contract DBE Goal	22%