

The Emeryville Transportation Management Association (ETMA) is issuing a Request for Qualifications & Proposals (RFQ/RFP) from qualified companies or firms to provide Executive Director services for its operations.

I. PROJECT OVERVIEW:

The Emeryville Transportation Management Association is a quasi-public, Section 501(c)4 non-profit organization comprised of property owners in the City of Emeryville. The ETMA's primary purpose is to provide high quality, customer-service-oriented, fare-free transit services by way of the Emery Go-Round shuttle buses, between the MacArthur BART station and local businesses and residences in Emeryville.

II. BACKGROUND INFORMATION:

Emeryville is a city that is approximately one-square mile in size and is located at the Eastern foot of the Bay Bridge.

The ETMA is the private entity that primarily operates the *de facto* Public Transit System in Emeryville, the Emery Go-Round, that is fare-free for riders and has been in operation since 1995. The shuttles run various routes within Emeryville and to/from the MacArthur BART station, running on approximately 15 minutes headways, 7 days a week, from 5:30 a.m. to 9:40 p.m. (These hours and times are based on current ridership following the recent pandemic and ran more frequently pre-pandemic.) Post-Covid, the system has recovered at approximately 30% of Pre-Covid ridership, not unlike the level of recovery of other transit systems such as BART.

The ETMA also operates the West Berkeley Shuttle, The Emery Express, and the City of Emeryville's 8-To-Go free on-demand shuttle program for seniors and person with disabilities who reside in zip code 94608. See **Attachment A** for more details regarding the third-party services and associated tasks.

The system maintains a fleet of 26 shuttle buses and one van stored in a new bus yard along with an office facility located on Caltrans property just across the Oakland border. The Emery Go-Round vehicles are acquired directly by the ETMA and are maintained by the shuttle operations contractor. Currently, with a reduced service due to post-Covid drops in public transit, we are operating 15 shuttles daily and several shuttles that are provided by the operator for our third-party services. A private company (currently, MV Transportation), under contract with the ETMA, provides shuttle and fleet maintenance services. The Association also contracts for accounting services and other miscellaneous services.

The ETMA's roughly \$5 million annual budget is primarily funded through a City-run property-based improvement district (PBID) that runs through 2030. Commercial and residential property owners elect to pay assessments to fund the shuttle and other transportation programs. The Emeryville City Council created the PBID and the City Council must annually adopt the budget for the PBID/ETMA. This funding source has been renewed and expanded in the past and is anticipated to do so similarly in the future. The lack of system dependence on passenger revenues gives the system a high level of comfort and capabilities in today's challenging environment. The ETMA is a non-profit, public benefit corporation, whose members are the commercial property owners who pay into the PBID, as

well as two residential members who are appointed by Emeryville City Council. The ETMA is governed by its Board of Directors, comprised of payors into the system who are either appointed or elected to the Board by the ETMA members or City Council, pursuant to the terms of the ETMA's By-Laws. The City is not part of the governing board.

Since 2010, Gray-Bowen-Scott has administered the current Executive Director services. They are a transportation consulting firm providing project and program management services. This year they let us know that they were not going to renew the contract at the end of the year. We have appreciated GBS's long-term service and were disappointed but respectful of their decision and we are hoping to find another company or firm that will also have a long tenure.

The company or firm that provides Executive Director services is retained as an independent contractor by the ETMA and acts on behalf of the Board of Directors to carry out the day-to-day activities of the ETMA.

ETMA retains the right to reject all proposals and to further negotiate the scope of services and price with one or more proposers.

III. EXECUTIVE DIRECTOR SCOPE OF WORK:

The Executive Director provides energetic entrepreneurial direction and administrative services for all aspects of the ETMA operations to ensure highest quality shuttle service to customers. Specific areas of responsibility for the Executive Director are: ETMA and PBID general and financial management; administrative support for the Board of Directors; oversight of, and coordination between, the operations and maintenance contractors; service planning and implementation; marketing and public outreach to riders, potential riders, business owners and residents; vehicle and other procurements; and public and community relations.

The ETMA in the coming years would like to:

- Assess the effectiveness of existing service in order to serve a changing population post-COVID,
- Engage in promotional activity in the community to encourage ridership,
- Increase sustainable transportation alternative use in Emeryville through improved low fuel use/electric shuttles and expansion of non-automotive travel options
- Contract out property management services for its new bus yard.
- Develop a new 5-year business plan to continue to upgrade and expand service, increase ridership, achieve high service standards as measured by customer satisfaction and increased ridership
- Increase membership participation

A proposed allocation of time is outlined in itemized detail for each of the four broad categories of responsibility, although the allocation is a best estimate and could change based on the needs of the ETMA. The itemized, detailed scope of work is in **Attachment B**.

IV. QUALIFICATIONS:

The proposed qualified individual or individuals within the firm selected to work on the program is/are expected to possess knowledge of MS Word, MS Excel, and MS PowerPoint. English grammar and advanced writing skills along with marketing/social media outreach experience are required.

Preferred qualifications include familiarity with administering and troubleshooting GTFS feeds, Automatic Vehicle Location and Computer Aided Dispatch systems, and passenger information systems.

V. SELECTION CRITERIA

Experience:

The company or firm selected for this position shall possess five (5) years of executive experience in business or government agency operations including specific experience in one or more of the following:

- customer service
- program management
- contract management
- contract negotiations
- permitting and government relations
- vehicle fleet procurement and operations
- budgeting
- lease negotiations and site acquisition
- vehicle routing and scheduling
- publicity and public relations including web-based publicity and development of marketing materials
- preparation of annual reports and audits
- business development, strategic plan preparation, and business performance evaluation
- experience retooling a business or service to improve operational efficiency while increasing customer satisfaction
- experience in preparation of cost/benefit analyses for vehicle acquisition options (e.g., buy vs lease)
- respected, experienced leader with proven ability to work with vendors, public employees and elected officials for desired outcomes.
- effective communication skills; oral, written, quantitative.

VI. INSURANCE COVERAGE AND LICENSES

Insurance Coverage: The selected qualified company or firm shall be required to carry commercial general liability coverage of \$1,000,000 and automobile liability coverage of \$1,000,000.

License: The selected qualified individual or individuals within the successful company or firm shall possess a valid State of California Driver's License. Depending on the firm's structure, a business license may be required, and the firm is responsible for being licensed accordingly.

VII. PAYMENT FOR SERVICES

ETMA intends to enter into an annual contract with the selected company or firm in an amount to be determined depending on qualifications. Cost competitiveness will be a consideration in the evaluation of proposals. The contractor shall be paid for services rendered and invoiced each month, unless otherwise agreed upon between the Agency and the contractor. Proposers are expected to estimate the price for services per month and complete Form B – Pricing Summary.

VIII. TERM OF CONTRACT

The contract would be valid for one year, with the ability to allow for two (2) one-year extensions upon mutual agreement of the Agency and the contractor.

IX. RESPONSE FORMAT

All submittals shall include the following information:

1. **Form “A” – Applicant Information:** Please complete all fields listed in Form “A” describing information about the company or firm.
2. **Form “B” – Price Summary:** Please complete all fields listed in Form “B.” The price summary shall include an estimate of the cost for services per month. This cost should include a detailed estimate of anticipated staff time, hourly rates, and overhead costs such as office space, telephone, insurance, personal automobile transportation and other materials. The cost should not include postage and photocopies, which will be reimbursed to the contractor at cost.
3. **Cover Letter Including Descriptions of Experience and Qualifications: Tell us why you would be the best company or firm to provide these services.** Include a description of your company or firm's experience in the areas described under Section V, Selection Criteria above. A summary of relevant background, education and work experience is helpful.
4. **Work Examples:** Provide brief descriptions (no more than one page each) of two projects dealing with relevant experience areas completed by your company or firm.
5. **References:** Please provide at least three professional references (past employers or clients) relevant to this type of work experience or service.

X. DEADLINE AND DELIVERY

The RFQ/RFP response shall be submitted by e-mail to: mconneran@hansonbridgett.com, Subject Line: ETMA-RFP Submission

Proposals must be e-mailed and must be received no later than 5:00 p.m., December 27, 2022. Submittals received after 5:00 p.m. on December 27, 2022 will not be accepted. **Questions must be submitted in writing by December 7th** to the same address so that they may be answered before the submittal deadline. Include your email with the questions so that they can be answered by return email.

XI. CONTRACTOR SELECTION SCHEDULE

The successful contractor shall be selected based on a combination of relevant past experience, qualifications and the cost proposal.

Event	Date
Release RFQ/RFP	November 21, 2022
Questions Due	December 7, 2022
Proposals emailed by	December 27, 2022
Interviews with Candidates	December 28, 2022 through January 13, 2023
Successful Candidate Selected by Board & Notified	January 19, 2023
Successful Candidate Selected Contract Term Begins	February 1, 2023

XII. CONTACT

Any questions on this Request for Qualifications/Request for Proposals (RFQ/RFP) shall be emailed in writing directly to the address below, along with the questioner's email address. **No phone inquiries please!** All questions will be responded to in writing prior to close of proposal period:

mconneran@hansonbridgett.com, Subject Line: ETMA-RFP Question

FORM A
Information

Company or firm name			
Business Representative Name			
Business Address	City	State	ZIP Code
Phone ()	Fax ()	Mobile ()	
E-Mail Address			

FORM B
Price Summary

This cost should include an estimate of staff time and overhead costs such as office space, telephone, insurance, personal automobile transportation and other materials. The cost should not include postage and photocopies, which will be reimbursed to the incumbent at cost. Proposers should also provide an estimate of staff time by position, and hours expected to be expended.

Estimated Price (annually):

Authorized Agent Name: _____

Company Name: _____

Signature of Authorized Agent: _____

Date Signed: _____

ATTACHMENT A

THIRD-PARTY SERVICES. (NOTE: No time is allocated as these services are billed, paid for separately, and reimbursed to the ETMA.)

8 to Go Paratransit Shuttle Service

- Operations oversight.
- Coordination with City of Emeryville on various operational matters.
- Facilitate renewals and/or amendments to the professional services agreement with City of Emeryville.
- Preparation of monthly reimbursement request.

West Berkeley Shuttle

- Operations oversight.
- Coordination with parties on operational matters and service level adjustments, when needed.
- Facilitate renewals and modifications to the Transportation Agreement, when needed.
- Participate in meetings with West Berkeley Shuttle LLC members for service expansion and/or other TDM enhancements, when needed.

The Emery Express

- Operations oversight.
- Coordination with parties regarding operational matters and service level adjustments, when needed.
- Facilitate renewals and modifications to the Transportation Agreement, when needed.
- Participate in meetings with parties for service expansion and/or other TDM enhancements, when needed.

ATTACHMENT B

DETAILED BREAKDOWN OF SCOPE OF WORK:

A. Association Administration – 25%

Association General Management

1. Ensure compliance with current and monitor emerging local, state, and federal regulations and requirements.
2. Ensure compliance with governing documents, including the TMA Bylaws and Articles of Incorporation; 2015 PBID Management Plan and Engineers Report; Shuttle Funding Agreement with City of Emeryville, City or other governmental grant agreements; and any other documents adopted by the City of Emeryville binding on the TMA.
3. Adhere to Board-established policies and procedures and safeguard the Association's assets and reputation.
4. Negotiate and recommend for approval to the Board all contracts, leases, service agreements, consulting agreements, insurance policies and other documents required for prudent TMA operation and compliance with laws.
5. Maintain contract management tracking workbook and ensure current certificates of insurance are on file.
6. Process annual renewal of City of Emeryville Business License for non-profit businesses.
7. Oversee facilities management and security, with a focus on outsourcing these functions.
8. Prepare for and facilitate the election of one (1) employer member annually and two (2) business members every three years.

Board of Directors Support

1. Prepare, disseminate, and maintain Board communications and actions including: meeting notices and agendas, official summaries/minutes, rosters, calendars, operations and financial reports, per Board policies and procedures and the Brown Act.
2. Ensure access to all TMA records by Board of Directors, Association members, and public (as may be required by the Brown Act).
3. Provide staff support at Board and Committee meetings.
4. Prepare and distribute "Briefing Binder" to the Board which includes authorizing documents, budgets (current and two prior years), year-end statements, audits, Emeryville City Council staff reports, and all previously approved contracts over \$10,000. Provide updated contents to binders annually.
5. Inform the Board and/or appropriate officers and committees of pertinent developments.
6. Anticipate and inform the Board of emerging issues and trends; recommend actions to address the future viability of the Association and its services.
7. Provide board training on best practices and expectations of board members.
8. Engage in recruitment of new Directors.
9. Coordinate with legal counsel on claims or various matters which warrant a legal opinion, when needed. Keep the Board informed of all legal matters.
10. Maintain a filing system for TMA documents/records and consolidate documents needed for the annual audit.

11. Liaise with State of California for all matters pertaining to the Airspace Lease agreement for the fleet parking and operations facility, including updates to certificates of insurance for TMA and Operator and ensuring rent adjustments are implemented according to the lease agreement.

Financial Management

1. Oversee bookkeeping and accounting functions; manage relationship with independent auditor for the annual audit.
2. Prepare annual budget and 5-year forecast for Board approval including assumptions and analysis of trends.
3. Oversee and monitor the annual PBID assessment levy process with City and consultants; liaison with the City regarding PBID fund balance held by City.
4. Prepare, in conjunction with the TMA's accountant, periodic financial reports and statements for the Board, per established policies, procedures and calendars.
5. Approve, or submit for Board of Directors approval, all invoices from vendors and contractors for payment by accountant per established policies.
6. Monitor budget and manage cash flow.
7. Review and reconcile bank statements monthly.
8. Ensure timely filing of annual tax returns by accountant.
9. Distribute annual audit with appropriate recipients.
10. Deposit all funds received per approved investment policy.

B. Operations and Fleet Maintenance, Management and Oversight – 25%

1. Oversee the operations and maintenance contractors to ensure that the work is done to the standards of the TMA as defined in the contracts; monitor contractor costs to ensure that they do not exceed budget.
2. Solicit proposals from alternate service providers to ensure that the services provided are the most effective available.
3. Review of monthly operations invoice to ensure rates are consistent with shuttle operations agreement and to ensure performance assessments are accounted for, including review of daily schedule performance to ensure missed trips and early departures are appropriately accounted for.
4. Monitor contractor performance against service standards and goals adopted by the Board.
5. Maintain the fleet acquisition plan and oversee the condition, cost and availability of the fleet.
6. Make recommendations to the Board of Directors regarding the replacement and composition of vehicle fleet. Prepare cost/benefit analyses to evaluate the best strategy for procuring the vehicles (lease, buy, finance). As needed, solicit proposals for vehicle purchases and/or leases.
7. Track, monitor and follow up as necessary on complaints, accidents and incidents.
8. Risk management: annual review of insurance policies, vendor insurance, and emergency management plans.
9. Analyze and review maintenance procedures, conformity of work and determine maintenance efficiencies, when needed.
10. Prepare monthly ridership and on-time performance reports.
11. Develop and implement service changes, when needed.

Equipment & Systems Management

1. Monitor equipment tracking to ensure serial numbers, vehicle assignments and other pertinent information is tracked and verified regularly.

2. Coordinate with real-time tracking vendor to ensure GPS tracking equipment and system reporting is properly functioning.
3. Coordinate with GTFS software vendor to ensure routes, stops and schedules are accurately reflected on Google Maps.
4. Update GTFS schedules, stop locations and routes, when needed.
5. Participate in troubleshooting technical issues with operations team, when needed.

C. Planning and Projects – 25%

Service Development

1. Analyze route performance, cost of services, on-time performance, and other service performance indicators on an ongoing basis.
2. Develop new service strategies and recommendations to meet emerging community needs.
3. Stay abreast of new technology developments and recommend new technology to improve quality of services and/or information (e.g. automatic passenger counters, real-time arrival predictions, signal priority systems).
4. Evaluate new vehicle models and their technologies that could help improve quality of service.
5. Evaluate partnerships with vendors and suppliers to explore new technology, funding opportunities and other ways to continue/improve delivery of services.
6. Liaise with City and others to address roadway, sidewalk and other infrastructure issues for the delivery of high quality transit service.
7. Maintain and enhance the signage and other on-street amenities to ensure that riders can easily access the shuttle service.

Long Range Planning

1. Develop five-year strategic plan that includes fleet replacement plan (with an eye towards electrification), new service development, plans for facility improvements.
2. Work closely with a committee of the Board of Directors; plan and oversee any required renovations to make the site functional for shuttle service.

D. Marketing and Public Outreach – 25%

Marketing, Community & Public Relations

Marketing and public relations activities should be performed with two broad goals in mind: to increase ridership and customer satisfaction; and to develop support for extending the PBID beyond its current expiration in 2030.

1. Work closely with property owners to ensure that all customers and employees are familiar with the Emery Go-Round service. This may include scheduling and attending outreach events with property owners, employees and customers.
2. Prepare an annual Marketing Plan as required by the TMA's governing documents. This plan should include on-going activities as well as proposals for new programs to increase ridership and general awareness of the service. Once approved by the Board of Directors, implement the plan.
3. Annually, survey customers to determine their level of satisfaction.
4. Update website, written material, brochures, and other public information documents and web information at least annually to ensure that it is user friendly and promotes the mission of the TMA. Recommend to Board annual updates before they are implemented.

5. Maintain, in conjunction with operations staff, ongoing communications via the Emery Go-Round mobile app.
6. Respond to questions, complaints or emergency situations. Keep Board informed of questions, complaints, and emergencies and any emergency actions taken. When necessary, call an Emergency Meeting of the Board to authorize responsive action.
7. Maintain Public Relations on-call readiness for emergency situations
8. Maintain a positive, highly visible public image.
9. Provide public relations liaison to press or public agencies as needed
10. Engage in social media planning and management, including but not limited to Twitter, Yelp, and other relevant platforms

Liaison to Public Agencies and Transit Organizations

1. Represent TMA at regional transit meetings and local government agency meetings (not more than approximately once per month). Provide written summary of all meetings (topics discussed, recommended actions). Recent liaison activities include:
 - Liaise with MacArthur BART access and transit-oriented development activities; City of Oakland and Emeryville regarding routes, safety, and other service-related issues.
 - Participation on MTC technical advisory committees (real-time transit, 511, transit hubs, etc.)
 - Involvement in the development of Emeryville General Plan; Alternative Transportation Study; Parking Studies, etc.
 - Participation on City's Transportation Committee
 - Maintain working relationship with political stakeholders and seek out grant funding, political support opportunities that could aid the improvement of Emery Go-Round's service
2. As authorized by Board, attend regional transit-related conferences (not to exceed 3 per year). Provide written report on conference.