

February 15, 2008

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# **REQUEST FOR PROPOSALS**

**Professional Economic Consulting Services**  
**Development of Transportation Funding Option**  
**Study and Program Implementation**

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**Closing Date: Monday, March 17, 2008 at 4:30 p.m.**



**CALAVERAS COUNTY**  
**DEPARTMENT OF**  
**PUBLIC WORKS**

891 MOUNTAIN RANCH RD  
SAN ANDREAS, CA 95249

MICHAEL H. MILLER, DIRECTOR  
209-754-6401

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**REQUEST FOR PROPOSALS**  
Professional Economic Consulting Services  
Development of Transportation Funding Option Study  
and Program Implementation

***OVERVIEW***

The Calaveras County Department of Public Works (County) is soliciting proposals from consulting firms to provide professional economic consulting services associated with the creation of a Countywide Funding Option Study to identify options to finance transportation improvements in Calaveras County. Once the Board of Supervisors (Board) has reviewed the funding study, it is anticipated that the Consultant will provide support in the implementation of the preferred funding option.

Services are requested for the preparation and development of a funding option study to secure monies for the unfunded portions of regional and local transportation capital improvement programs. Interested firms are invited to submit proposals for the subject work in accordance with the requirements outlined herein. Based on the stated selection criteria, a single firm will be asked to enter into a formal agreement for the subject services. This solicitation in no way obligates the County to award a contract for the services described herein, nor will the County assume any liability for the costs incurred in the preparation and transmittal of proposals in response to this solicitation. Questions regarding this solicitation should be directed to Nathaniel Atherstone at [natherstone@co.calaveras.ca.us](mailto:natherstone@co.calaveras.ca.us) or (209) 754-6401.

***PROJECT CONCEPT AND STATUS***

Calaveras County is experiencing significant development pressure throughout the County. In anticipation of continued growth, the County adopted benefit basins that impose fees on all new development to fund measures to mitigate traffic impacts. Specifically the *Calaveras County Road Impact Mitigation (RIM) Fee*, the *Valley Springs Roadway Impact Fee*, the *Copperopolis Roadway Impact Fee*, and the soon-to-be-adopted *San Andreas Roadway Impact Fee*. Each of these programs identify traffic impacts associated with development growth and provide for capital improvement projects which increase the capacity of identified roadway segments or intersections in order to facilitate future growth. Each of these projects identifies an unfunded portion associated with existing deficiencies which cannot be attributed to new development. The funding of the identified existing deficiencies is the focus of this Funding Option Study.

The County is currently in the process of updating the traffic impact mitigation fee programs in Valley Springs, Copperopolis, and San Andreas. Copies of the implementing legislation for those programs can be found on the County's website. The Countywide development fee for the regional road system, *Road Impact Mitigation (RIM) Fee* can also be found on the County's website: [http://www.co.calaveras.ca.us/departments/public\\_works.asp](http://www.co.calaveras.ca.us/departments/public_works.asp).

It is anticipated that the effort to implement the Calaveras County Transportation Funding Option Study will be carried out in three tasks. The first phase consists of conducting the research necessary to provide funding options that are publicly accepted within the communities of Calaveras County. This includes reviewing the capital improvement program (CIP) for each of the funding programs and identifying the deficiencies, providing at least five (5) feasible alternatives for review and analysis of the implementation and impacts associated with each alternative, and conducting six community meetings in the month of

May in order to identify the public consensus on the provided alternatives. The second phase will be providing a comprehensive funding option study which will identify all of the projects to be funded by the program, clearly identify the alternatives, and provide a recommendation for the Board. The study will be reviewed in a Study Session with the Board of Supervisors in order to review the study and obtain direction. It is anticipated that the consultant will present the alternatives at that study session. The third phase will be providing all resources anticipated to be needed to complete the adoption of the funding program accepted by the Board. This is anticipated to include implementation of a ballot measure for potential local public taxation and any applicable environmental review. Consultant will also be expected to conduct an additional six (6) community workshops in order to conduct outreach and provide public information for the residents of Calaveras County explaining the chosen funding option.

### ***SCOPE OF SERVICES***

The anticipated scope of work is divided into three distinct but related tasks to develop and implement the program: Task 1 – Options Analysis and Public Outreach, Task 2 – Adopt Calaveras County Transportation Funding Option Study, Task 3 – Funding Program Formation. These services should be provided in a manner consistent with the following goals:

- On-time project delivery;
- Coordination and cooperation with staff and other consultants;
- Outreach and consensus development with affected communities;
- Compliance with Government Code Section 66000 et seq and other applicable laws and regulations;
- Legally-defensible programs meeting the applicable requirements;
- Compliance with the Calaveras County General Plan

#### ***Task 1. Options Analysis and Public Outreach***

The Consultant will be expected to prepare and present a thorough preliminary Options Analysis of the existing transportation funding programs including the RIM, Valley Springs, Copperopolis, and San Andreas Roadway Impact Fee programs. The Options Analysis shall also review the Capital Improvement Program for Calaveras Transit and the Calaveras County Bicycle and Pedestrian Master Plans. It is anticipated the Consultant will review and provide examples of existing funding programs adopted by other public agencies to fund their identified existing deficiencies. The analysis shall identify the total funding deficiency for the County and provide feasible alternatives for acquiring these funds.

The Options Analysis will then provide potential implementation outcomes, timelines and schedules for capital improvement build out for each of the identified funding alternatives. This Options Analysis shall be provided in administrative draft form to Public Works and County Counsel for review and revisions prior to a final analysis. Anticipate a two week window for comments from Public Works on a draft analysis. The final draft will need to be completed by the Contractor and presented to the public no later than two weeks prior to the first community workshop.

The Consultant will be responsible for hosting six (6) community workshops throughout Calaveras County. The meetings will be held in Arnold, Copperopolis, Murphys, San Andreas, Valley Springs, and West Point. Consultant will be responsible for meeting

facilitation (i.e. identifying location and provision of all necessary materials to conduct the workshops). The intent of these workshops is to obtain public input and consensus on the options analysis provided by the Consultant. Results of the workshops will be compiled by the Consultant and added into the final Funding Option Study to present to the Board of Supervisors.

### ***Task 2. Adopt Calaveras County Transportation Funding Option Study***

Using the analysis and the results of the community workshops identified in the first task, the Contractor will be able to complete the Funding Option Study and present the results of the community and a feasibility of implementation of a preferred alternative for the Board to consider.

The Funding Option Study will document the assumptions and methodology and establish the required nexus necessary to legally adopt the funding program. The study will provide all necessary certifications and demonstrate how the conditions for a local agency imposing the funding option selection are satisfied, including identifying:

- The purpose
- How the funds are to be used
- A schedule for completion of the funding program
- Strategic plan for implementation and facilitation of the funds
- Necessary project renewal timelines.

The Funding Option Study will include copies of all data, models, and other materials used in the analysis. This information will be included in a set of appendices. An administrative draft report for County review will be required prior to scheduling a study session before the Board of Supervisors. Copies of the administrative draft will be provided to County Counsel, the Community Development Agency, the County Treasurer-Tax Collector, the County Administrative Officer, and Public Works staff for review. Anticipate a two week comment period for the administrative draft. Based on comments received on the draft report, a final report will be prepared for the Board by the Consultant. A milestone under this task will be to present the funding alternatives to the Board of Supervisors in a study session. At that time, it is anticipated that the Board will provide direction as to the preferred alternative. The Consultant will be responsible for presenting each of the funding options to the Board and providing a feasibility analysis of each alternative. The Consultant will also be available to answer all technical questions and take direction from the Board to move towards implementation of a selected alternative.

### ***Task 3. Funding Program Formation***

The third task of work will implement the selected funding alternative identified by the Board.

The scope of work outlined herein presumes that the formation of a tax measure as the likely means of funding the necessary road improvements. However, in outlining this scope of work, it is not our intent to exclude other alternatives that may be selected by the Board for such funding. Furthermore, the scope of work as outlined herein is intended to serve as an example of the involvement we seek from our consultant. It is not intended to be exhaustive. Consultants are encouraged to critically review the proposed scope of work and provide input directed toward meeting the project goals in an effective and cost efficient manner.

The scope of work for tax measure formation is anticipated to include, but would not be limited to, the following tasks:

1. Determine the feasibility of establishing a tax measure or any alternative to the proposed measure that would provide for the correction of existing deficiencies as identified by Task 2.
2. Develop, implement, and document a process that actively engages all potential assessments, to include (at a minimum) property owners, property management businesses, community leaders, and elected officials to educate and build a consensus for the establishment of the measure.
3. Create, implement, and execute communication and marketing programs aimed at developing a consensus of support for the establishment of the measure.
4. Assist Public Works through the legislative and other County processes necessary for the establishment of the tax measure or other feasible alternative as directed by the Board including any applicable environmental review.
5. Develop an independent Funding Management Plan that includes, but is not limited to:
  - a. The proposed tax measure's Governance/Management structure
  - b. Tax formula and methodology, including the specific distribution of funds throughout the capital improvement projects specified for Calaveras County within the Funding Option Study
  - c. Appeal process, if applicable
  - d. Annual budget for each year of operation
  - e. Initial year operating budget
  - f. All capital improvements and activities that are applicable for the funds.
6. Submit administrative drafts of the following documents to County staff, including County Counsel, for review, :
  - a. Initial Funding Options Analysis
  - b. Funding Option Study
  - c. Funding Management Plan
  - d. Petition
  - e. Tax Measure Ballot
  - f. Any other documentation required for formation.
7. Incorporate comments from administrative drafts and produce final documents for the documents listed in task 6 above.
8. Coordinate and attend all necessary meetings.
9. Prepare and deliver, in a form acceptable to the County Auditor-Controller and County Treasurer, property assessment data or other information required by the County Treasurer to bill for any tax assessments that may be imposed.
10. Create and manage the proposed tax measure petition campaign and ballot drive.

11. Provide additional periodic status reports or intermittent progress reports in a timely fashion as requested.
12. Provide ten (10) original bound and covered hard copies of all approved final documents for public review. These documents will be delivered to the County Library, the County Board of Supervisors (five total), County Treasurer-Tax Collector, County Auditor-Controller, County Counsel, and Public Works. Also, provide all final documents in electronic (.pdf) format to Public Works.
13. Assist in the creation of appropriate organization to administer the tax measure, in accordance with California Streets and Highways Code and all applicable laws.

Work will include, but may not be limited to: finalizing project priorities, developing program language which is compliant with all state and federal laws, developing implementation guidance for staff, establishing administrative procedures, and drafting implementing ordinance and resolution. It is anticipated that the Consultant will obtain continuous input from the County Treasurer-Tax Collector, County Auditor-Controller, County Counsel, and Public Works in the development of the Tax Measure and Funding Management Plan as necessary to provide a product that is acceptable for the County.

Consultant will also be expected to revisit each of the six (6) communities in order to explain the Board direction, answer questions and promote the funding option identified by the Board for adoption. The meetings will be held in Arnold, Copperopolis, Murphys, San Andreas, Valley Springs, and West Point. Consultant will be responsible for meeting facilitation (i.e. identifying location and provision of all necessary materials to conduct the workshops).

As a part of proposed services, preliminary and final products will be assembled in a manner that supports review by County staff and the public and the subsequent adoption proceedings by the County Board of Supervisors. This effort will require working closely with County staff in a variety of areas, including quantifying the amount and type of capital improvements over which the costs will be spread and creating the legal documents needed to implement the funding program. It is anticipated that the Consultant will initially identify all project related data needs and coordinate with County staff to obtain all pertinent information prior to beginning this task.

The final part of this task will be to adopt the funding program (e.g. sales tax measure or draft ordinance). The funding program will establish and commit the County to annual review of the fees and an accounting regarding how fee funds have been appropriated and expended. The Consultant is anticipated to include a set of funding administration guidelines for the County. The administrative program will establish annual review procedures, update and escalation factors, accounting procedures, reimbursement policies and procedures, and other reporting requirements.

### ***SERVICES PROVIDED BY THE COUNTY***

With the exception of the following items, the Consultant shall provide the necessary resources and services to execute the work scope described above. In coordination with the selected Consultant, the County will:

1. Designate a County staff person to be the primary contact person to provide associated project documents (i.e. Updated information regarding updates to existing fee programs, County planning documents, and Board direction) and administer the subject professional services agreement.
2. Provide coordination assistance in obtaining appropriate forecasting from the Calaveras County Traffic Model (2006 update) as maintained by the Calaveras Council of Governments through Fehr & Peers, as needed for the project.

If the Consultant assumes that the County will provide any services other than those specifically indicated above, those assumptions should be clearly stated and highlighted in its proposal.

### ***SCHEDULE***

While no specific deadline has been established for adoption of new Ordinances, it is our desire to complete such work in a timely fashion. The following schedule is anticipated for consultant selection and contract award.

- March 17, 2008 - Proposals Due
- March 26, 2008 - Interviews (if necessary)
- April 8, 2008 - Contract Award
- April 11, 2008 - Kick-off Meeting

It is anticipated that any potential measure or bond alternative will be prepared for the November 2008 voting season. As such, the schedule for the proposed scope of work shall not exceed the timelines necessary for that goal. The contract for this work program is not anticipated to exceed beyond November, 2008 unless otherwise recommended with full justifications within the proposal.

### ***COMPENSATION***

The Consultant will be compensated on a time and expenses basis in accordance with a negotiated fee schedule and within a negotiated not-to-exceed fee limit that will be based on the “level of effort” identified by the Consultant in its proposal. Note that compensation conditions specified by the County standard agreement include retention of ten percent of all progress payments and advance written authorization to modify the not-to-exceed limit. Retention will be released in full at the completion of each task and following County acceptance of all required Consultant submittals.

## ***PROPOSAL REQUIREMENTS***

### ***Pre-Proposal Conference***

No pre-proposal conference has been scheduled.

### ***Submittals***

Interested firms are invited to submit three (3) copies of their proposal to the following address:

Calaveras County  
Department of Public Works  
891 Mountain Ranch Road  
San Andreas, CA 95249  
Attn: Public Works Director

To be considered, proposals must be received no later than the time and date shown on the cover sheet. Clearly mark the submittal as follows:

### ***Proposal Contents***

At a minimum, your proposal should contain the following information and conform to the prescribed format. Additional information that the consultant deems relevant to the selection process may be included.

***Firm Background.*** In two pages or less, provide a brief overview of the firm that will assume all contract responsibilities and identify all proposed sub-consultants.

***Project Team.*** Provide an organization chart that identifies the individuals and sub-consultants (if applicable) assigned to and responsible for the key elements of the work scope and their relationship to the other elements. Under the “Level of Effort” section described below you will be requested to indicate the number of hours each member will be assigned to the project. As a specific contract provision the proposed project team will be committed to this assignment. Once a project team is identified, no changes or substitutions of project team members will be allowed without specific approval from the County.

***Individual Qualifications.*** Provide resumes for each key staff member and demonstrate how the experience and background of each key staff member relate to the proposed assignment on the proposed project. Only include resumes for staff who are specifically assigned and whose assignment accounts for at least two percent of the total allocated hours.

***Individual Experience.*** Briefly describe the applicable experience of the personnel proposed for this project. Include all sub-consultant personnel. Provide three examples of recent projects completed by the proposed personnel during the past three years that are relevant to the key elements of this project. Relevant project history in rural communities is a plus and should be provided. For each relevant project: indicate the firm's role and the staff members who were responsible for the cited project work; describe the responsibility of the proposed personnel; completion date; and include the name, title and phone number of a client reference.

*Statement of Understanding and Scope of Work.* Proposals should provide a statement of your understanding of the project by highlighting the dominant issues, articulating your strategy for achieving the project goals, and outlining your approach toward addressing the project requirements. Proposals should provide a detailed description of the work scope anticipated to achieve the cited objectives. By submitting a proposal it is understood that the Consultant has reviewed the existing programs and applicable program documents, and that based on that review the Consultant is satisfied with the applicable conditions and requirements expressed in those documents unless otherwise stated. In this regard, any recommendations regarding changes to any of the applicable conditions or requirements should be emphasized in your proposal and would be a clear means of demonstrating your understanding of the project requirements.

*Level of Effort.* Consultants are requested to provide a work proposal that presents the estimated level of effort for each assigned staff and that is organized in a manner consistent with the proposed scope of work. Sufficient information should be provided to justify the proposed level of effort and to serve as a basis for negotiating a contract and any Supplemental Agreements that may be warranted for out of scope services.

*Schedule.* Proposals should present a project schedule showing milestones (including data collection and completion of all identified tasks), deliverable dates, and the duration of each task at a sufficient level of detail to demonstrate that the project goals can be achieved.

*Cost accounting and tracking.* Provide a copy of firm's standard fee schedule. Describe the means by which you intend to monitor and control costs to conform to the negotiated not to exceed budget.

*Bonus / Penalty Incentives.* Provide a clause describing acceptable liquidated damages and provisions to reward/penalize performance relative to adherence with the project schedule.

*Format.* The County prefers that all proposals be produced as double-sided copies on recycled paper.

### ***Consultant Selection***

Consultant selection will conform to the process outlined herein and will be based on the cited criteria. The firm considered best suited to meet the requirements of the County will be asked to open negotiation for the described work.

### ***Process***

County policy stipulates that the selection of professional services for contracts to exceed \$10,000 shall be based upon written proposals submitted to the appropriate review board consistent with the written request soliciting such offer of service. Selection will conform to the following process:

1. The purpose of this Request for Proposals (RFP) is to enable the County to select the most qualified firm for the subject project.
2. This project will utilize the "qualifications based" selection process.
3. A review board shall be formed, composed of professional members of the Department and at least one professional member not in employ of the Department. Selection of the review board shall be at the option of the Department Head.

4. Submittals will be opened in private to assure confidentiality and avoid disclosure of the contents to competing respondents during the review, evaluation and negotiation process.
5. The review board shall, in a professional manner, review each proposal and rate them in an acceptable manner using the criteria outlined below to identify and rank the proposals in a selection order.
6. The County, at its sole discretion, may choose to conduct oral interviews of the firms deemed most suitable to meet the County's needs. Prior to final consultant selection, a shortlist of qualified and responsive consulting firms may be requested to participate in an interview. The purpose of the interview will be to provide an opportunity for each consulting firm to present their qualifications and proposals in person and to answer any questions that the County may have regarding the consultants' submittals. If interviews will be held, the time and place of interviews will be arranged after the shortlist is completed. It is anticipated that a shortlist and interview date will be determined within two weeks following the closing date of this solicitation.
7. Alternatively, the review board may proceed with an interview with the top-ranking firm to negotiate a price within an acceptable range established by them. If the negotiation process is not successful, the next firm will be consulted and this procedure followed until a mutual agreement can be attained.
8. This project is subject to review and approval by the Calaveras County Board of Supervisors. Final selection including the terms and conditions of any agreements, and authority to proceed with the project will be at the discretion of the Board of Supervisors.

### ***Criteria***

Consideration of proposals and subsequent award will be based on, but not limited to, the following criteria:

*Understanding of the Required Services.* Responsiveness to this Request for Proposals will be a primary criterion, including clarity and efficacy of the approach to achieve the cited objectives, and thoroughness of the proposed work scope. Focused and concise proposals that provide specific responses to the County's needs including schedule will be considered favorably.

*Experience and Qualifications.* Demonstrated capabilities and technical expertise of the **project team** in the specialized work disciplines required for this project.

*Regulatory and Legal Insight.* Knowledge of the applicable regulations and case law with a proven ability to satisfy the applicable requirements.

*Rural Public Agency Experience.* Familiarity with and recent project experience with rural public agencies.

*Level of Effort.* Reasonableness of the level of effort associated with the proposed work scope.

*Other.* Other factors that may be indicative of anticipated work performance.

Minority and women business enterprises (MBE and WBE) are encouraged to respond.

### ***Contract Provisions***

A copy of the County's standard agreement for professional services is appended (Attachment A). Unless indicated otherwise, submission of a proposal indicates that the contractor accepts the terms of the standard agreement.

**ATTACHMENT A**  
**EXAMPLE, STANDARD AGREEMENT FOR**  
**PROFESSIONAL SERVICES**