

San Mateo County Express Lanes Joint Powers Authority
(SMCEL-JPA)
Board of Directors Meeting Notice

Meeting No. 59

Date: Friday, November 8, 2024	Join by Webinar: https://us02web.zoom.us/j/88696315473?pwd=a3n8b5bDbH9jpqaQUM0ZdhiN9KZqwS.1
Time: 9:00 A.M.	Webinar ID: 886 9631 5473
Primary Location: San Mateo County Transit District Office 1250 San Carlos Ave, 2 nd Fl. Auditorium, San Carlos, CA	Password: 110824
Teleconference Location (Alternate Public Access): Bay Area Metro 375 Beale Street Claremont Conference Room – 1 st Floor San Francisco, CA 94105	Join by Phone: (669) 900-6833

*****HYBRID MEETING - IN-PERSON AND BY VIDEOCONFERENCE*****

This meeting of the SMCEL-JPA Board of Directors will be held in person and by teleconference pursuant to Government Code Section 54953(e). Members of the public will be able to participate in the meeting remotely via the Zoom platform or in person at the location above. For information regarding how to participate in the meeting, either in person or remotely, please refer to the instructions at the end of the agenda.

Board of Directors: Rico E. Medina (Chair), Michael Salazar (Vice Chair), Alicia Aguirre, Julia Mates, Rich Hedges, and Carlos Romero.

1.0 CALL TO ORDER/ ROLL CALL

2.0 PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA

Note: Public comment is limited to two minutes per speaker. Members of the public who wish to address the Board should complete a speaker's slip to make a public comment in person or raise their hand in Zoom to speak virtually.

3.0 PRESENTATIONS

- 3.1 Certificate of Appreciation to Alicia Aguirre for her years of dedicated service to San Mateo County Express Lanes Joint Powers Authority. p. 1
- 3.2 Certificate of Appreciation to Rich Hedges for his dedicated service to San Mateo County Express Lanes Joint Powers Authority. p. 2

4.0 APPROVAL OF CONSENT AGENDA

This item is to set the final consent and regular agenda, and to approve the items listed on the consent agenda. All items on the consent agenda are approved by one action. There will be no separate discussion on these items unless members of the Board, staff or public request specific items to be removed for separate action.

- 4.1 Approval of the minutes of Board of Directors regular business meeting No. 57 dated July 19, 2024. ACTION p. 3
- 4.2 Approval of the minutes of Board of Directors regular business meeting No. 58 dated October 11, 2024. ACTION p. 7
- 4.3 Acceptance of Statement of Revenues and Expenses for the FY2024 Period Ending June 30, 2024. ACTION p. 11
- 4.4 Acceptance of Statement of Revenues and Expenses for the Period Ending July 31, 2024. ACTION p. 14
- 4.5 Acceptance of Statement of Revenues and Expenses for the Period Ending August 31, 2024. ACTION p. 16
- 4.6 Acceptance of Statement of Revenues and Expenses for the Period Ending September 30, 2024. ACTION p. 18
- 4.7 Receive an update on the US 101 Express Lanes Variable Rate Bond. INFORMATION p. 20

5.0 REGULAR AGENDA

- 5.1 Approve the selection of a Focused Organizational Model for Express Lane Program Management. ACTION p. 29
- 5.2 Review and approval of the 2025 Calendar of SMCEL-JPA Board of Directors Meetings. ACTION p. 44

6.0 REPORTS

- a) Chairperson Report.
- b) Member Communication.
- c) Executive Council Report - Executive Council Verbal Report.
- d) Policy/Program Manager Report.

7.0 WRITTEN COMMUNICATIONS

None.

8.0 NEXT REGULAR MEETING

December 12, 2024

9.0 ADJOURNMENT

PUBLIC NOTICING: All notices of SMCEL-JPA regular Board meetings, standing committee meetings, and special meetings will be posted at the San Mateo County Court Yard, 555 County Center, Redwood City, CA, and on SMCEL-JPA's website at: <http://www.ccag.ca.gov>.

PUBLIC RECORDS: Public records that relate to any item on the open session agenda for a regular Board meeting, standing committee meeting, or special meeting are available for public inspection. Those public records that are distributed less than 72 hours prior to a regular Board meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members, of the Board. The Board has designated the San Mateo County Express Lanes JPA (SMCEL-JPA), located at 555 County Center, 5th Floor, Redwood City, CA 94063, for the purpose of making public records available for inspection. Such public records are also available on SMCEL-JPA's website at: <http://www.ccag.ca.gov>. Please note that SMCEL-JPA's office is temporarily closed to the public; please contact Mima Crume at (650) 599-1406 to arrange for inspection of public records.

ADA REQUESTS: Persons with disabilities who require auxiliary aids or services to participate in this meeting should contact Mima Crume at (650) 599-1406 or mcrume@smcgov.org by 10:00 a.m. prior to the meeting date.

PUBLIC PARTICIPATION DURING HYBRID MEETINGS: During hybrid meetings of the SMCEL-JPA Board, members of the public may address the Board as follows:

Written comments should be emailed in advance of the meeting. Please read the following instructions carefully:

1. Your written comment should be emailed to mcrume@smcgov.org.
2. Your email should include the specific agenda item on which you are commenting or note that your comment concerns an item that is not on the agenda.
3. Members of the public are limited to one comment per agenda item.
4. If your emailed comment is received at least 2 hours prior to the meeting, it will be provided to the SMCEL-JPA Board members, made publicly available on the SMCEL-JPA website along with the agenda. Emails received less than 2 hours before the meeting will be provided to the SMCEL-JPA Board members and included in the administrative record of the meeting as soon as practicable.

Spoken comments will be accepted during the meeting in person and through Zoom. Public comments will be taken first by speakers in person followed by via Zoom. Please read the following instructions carefully:

***In-person participation:**

1. If you wish to speak to the Board, please fill out a speaker's slip located on the 2nd floor auditorium side table against the wall. If you have anything that you wish distributed to the Board and included in the official record, please hand it to the SMCEL-JPA Clerk who will distribute the information to the Board members and staff.

***Remote participation:**

1. The SMCEL-JPA Board meeting may be accessed through Zoom at the online location indicated at the top of this agenda.
2. You may download the Zoom client or connect to the meeting using an internet browser. If using your browser, make sure you are using a current, up-to-date browser: Chrome 30+, Firefox 27+, Microsoft Edge

- 12+, Safari 7+. Certain functionality may be disabled in older browsers including Internet Explorer.
3. You will be asked to enter an email address and name. We request that you identify yourself by your name as this will be visible online and will be used to notify you that it is your turn to speak.
 4. When the SMCEL-JPA Clerk or Chair call for the item on which you wish to speak, click on “raise hand.” The Clerk will activate and unmute speakers in turn. Speakers will be notified shortly before they are called on to speak. If calling in via phone, press *9 to raise your hand and when called upon press *6 to unmute.
 5. When called, please limit your remarks to the time allotted.

If you have any questions about this agenda, please contact SMCEL-JPA staff:

Executive Director: Sean Charpentier (650) 599-1409

Clerk of the Board: Mima Crume (650) 599-1406



**A PRESENTATION OF THE BOARD OF DIRECTORS OF THE
SAN MATEO COUNTY EXPRESS LANES
JOINT POWERS AUTHORITY (SMCEL-JPA)
EXPRESSING APPRECIATION TO
ALICIA AGUIRRE**

RESOLVED, by the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority; that

WHEREAS Alicia Aguirre has served on the San Mateo County Express Lanes Joint Powers Authority Board of Directors from 2019 through 2024, serving as Chair in 2023 and Vice Chair in 2022; and

WHEREAS, Alicia Aguirre has served on the City/County Association of Governments of San Mateo County (C/CAG) Board of Directors in 2010 through 2024; and

WHEREAS as one of the inaugural SMCEL-JPA Board Members, Alicia Aguirre helped lead the organization through the design and implementation of the first express lane equity program in the Bay Area; the negotiation and adoption of a \$100 million loan for the express lanes construction project; the development of a branding campaign and logo for the SMCEL-JPA; the negotiation of critical foundational agreements with BAIFA, BATA, CALTRANS, and the CHP; and grand opening ceremonies for the southern segment in February 2022, and of the northern segment in April 2023; and

WHEREAS Alicia Aguirre, was elected to the Redwood City Council in January 2005 and has served for 19 years, Mayor in 2012 and Vice Mayor in 2011; and

WHEREAS Alicia Aguirre has made a lasting impact on the residents of Redwood City through her many contributions. As the city's first Latina Mayor, she has worked tirelessly to promote civic engagement and education, both in her role as a council member and as a professor at Cañada College. Aguirre has been a passionate advocate for affordable housing, transportation infrastructure improvements, and economic development. Additionally, she has played a key role in advancing environmental sustainability and promoting equity in city services. Her leadership reflects her unwavering commitment to enhancing the quality of life for all Redwood City residents; and

WHEREAS Alicia Aguirre, with her boundless energy, has demonstrated strong leadership in enhancing her community and the well-being of individuals throughout the County. Through her professional, public, and community endeavors, she has made significant contributions to the welfare of San Mateo County residents.

NOW THEREFORE, the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority hereby resolves that SMCEL-JPA expresses its appreciation to Alicia Aguirre for her dedicated leadership as one of the inaugural SMCEL-JPA Board members.

PASSED, APPROVED, AND ADOPTED THIS 8TH DAY OF NOVEMBER, 2024.

Rico E. Medina, Chair



**A PRESENTATION OF THE BOARD OF DIRECTORS OF THE
SAN MATEO COUNTY EXPRESS LANES
JOINT POWERS AUTHORITY (SMCEL-JPA)
EXPRESSING APPRECIATION TO
RICH HEDGES**

RESOLVED, by the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority; that

WHEREAS, Rich Hedges has served on the San Mateo County Express Lanes Joint Powers Authority Board of Directors in 2024; and

WHEREAS, Rich Hedges has served on the City/County Association of Governments of San Mateo County (C/CAG) Board in 2022 through 2024; and

WHEREAS, Rich Hedges, has served as Councilmember of City of San Mateo in 2022 through 2024; and

WHEREAS, Rich Hedges has a long history of public service and civic engagement, making significant contributions at the city, county, regional, and state levels, including serving 20 years on the MTC Policy Advisory Committee. He has led successful campaigns to raise funds and balance the city's budget and has actively participated in key organizations such as the Congestion Management and Environmental Quality Committee (CMEQ), the Bicycle and Pedestrian Advisory Committee, and the Association of Bay Area Governments (ABAG), helping to guide regional planning and shape important policy decisions; and

WHEREAS, Rich Hedges exemplifies good governance, with ethics as his guiding principle. He is dedicated to bringing rigor and discipline to local government, continually challenging himself, colleagues, and staff to uphold higher standards and improve the quality of life for all residents; and

WHEREAS, Rich Hedges, with his boundless energy, he has been a strong leader in enhancing his community and the well-being of individuals throughout the County. Through his professional, public, and community efforts, he has made significant contributions to the welfare of San Mateo County residents.

NOW, THEREFORE, the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority hereby resolves to express its appreciation to Rich Hedges for his dedicated leadership and service as a member of the SMCEL-JPA Board.

PASSED, APPROVED, AND ADOPTED THIS 8TH DAY OF NOVEMBER, 2024.

Rico E. Medina, Chair

San Mateo County Express Lanes Joint Powers Authority Board of Directors Meeting Minutes

Meeting No. 57
July 19, 2024

This meeting of the SMCEL-JPA Board of Directors was held in person and by teleconference pursuant to Government Code Section 54953(e). Members of the public was able to participate in the meeting remotely via the Zoom platform or in person.

Board of Directors: Rico E. Medina (Chair), Michael Salazar (Vice Chair), Alicia Aguirre, Carlos Romero, Julia Mates and Rich Hedges

1.0 CALL TO ORDER/ ROLL CALL

Chair Rico E. Medina called the meeting to order at 9:00 a.m. Roll call was taken.

AGENCY:	IN-PERSON:	ABSENT:	REMOTE AB 2449:	REMOTE Publicly Accessible Teleconference Location:
C/CAG	Alicia Aguirre			
C/CAG	Michael Salazar			
C/CAG	Rich Hedges			
SMCTA	Carlos Romero			
SMCTA	Julia Mates			
SMCTA	Rico E. Medina			

Staff Present (In-Person):	Members of the Public (In-Person):
Sean Charpentier, Executive Council – C/CAG	Lacy Vong
April Chan, Executive Council – TA	Jessica Manzi
Peter Skinner – TA	
Mima Crume – Clerk of the Board	
Kaki Cheung – C/CAG	
Emily Beach – San Mateo County Transit District	Members of the Public (Remote):
	Valentina d’Empaire, WSP
Staff Present (Remote):	Eryca Dinsdale, WSP
Van Ocampo	

2.0 PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA

Note: Public comment is limited to two minutes per speaker. Members of the public who wish to address the Board should complete a speaker’s slip to make a public comment in person or raise their hand in Zoom to speak virtually.

Clerk Crume reported there were no public comments.

3.0 PRESENTATIONS

- 3.1 Certificate of Appreciation to Emily Beach for her years of dedicated service to the San Mateo County Express Lanes Joint Powers Authority.

Chair Medina presented a certificate of appreciation to Emily Beach for her dedicated service to the San Mateo County Express Lanes Joint Powers Authority. Emily's involvement in the program including providing key input in the express lanes equity program, securing a \$100 million construction loan, and developing a branding campaign. She also served on the Burlingame City Council and other regional committees. The Board appreciated her leadership.

4.0 **APPROVAL OF CONSENT AGENDA**

This item is to set the final consent and regular agenda, and to approve the items listed on the consent agenda. All items on the consent agenda are approved by one action. There will be no separate discussion on these items unless members of the Board, staff or public request specific items to be removed for separate action.

- 4.1 Approval of the minutes of Board of Directors regular business meeting No. 56 dated June 14, 2024. **APPROVED**

- 4.2 Accept the Sources and Uses of Funds for the FY2024 Period Ending May 31, 2024. **APPROVED**

- 4.3 Review and approve Resolution SMCEL 24-05, ratifying the purchase of General Liability Insurance, Public Officials Liability, and Property Insurance policies for a 12-month period, beginning July 1, 2024, for a not-to-exceed amount of \$597,492. **APPROVED**

Director Hedges MOVED to approve the consent agenda items 4.1 to 4.3.
Director Romero SECONDED. **MOTION CARRIED 6-0-0**

5.0 **REGULAR AGENDA**

- 5.1 Receive presentation and provide feedback on the various organizational model options as part of the JPA organizational assessment project. **INFORMATION**

The Board received a presentation and feedback on various organizational model options as part of the JPA organizational assessment project.

The express lanes authority initiated this project to optimize organizational structure and staffing for 101 express lane operations, aiming to ensure efficient execution of the program's vision. Preliminary goals and selection criteria were presented at the April meeting.

At the July meeting, Deputy Director Kaki Cheung introduced Eryca Dinsdale from WSP, who shared different organizational models and their associated

opportunities and challenges for board input. Organizational models presented ranged from the current shared services to a dedicated express lanes organization.

The board deliberated on the need for changes, considering the benefits of current versus new models, and the possibility of quarterly meetings to improve efficiency.

Next steps include assessing the models against selection criteria and conducting a cost analysis over the summer, with findings to be presented in the fall. The board appreciated the thorough discussion and will continue to evaluate the best path forward.

6.0 **REPORTS**

a) Chairperson Report.

None.

b) Member Communication.

Director Romero highlighted a scheduling conflict with board meetings on the second Friday, which overlap with his ABAG and MTC meetings, and requested consideration to move the meeting to the third Friday.

Chair Medina explained that the current schedule was based on previous board members' availability and could be reassessed with the addition of two new members later in the year. The Chair and Executive Council Sean have discussed this issue, taking into account the timing for new member appointments at C/CAG.

Another board member emphasized that meeting times are known when members choose to serve, and frequent changes can be disruptive. However, the schedule could be reconsidered with the new board composition.

c) Executive Council Report - Executive Council Verbal Report.

Ms. Chan reported two updates. She thanked Director Romero and former Director Emily Beach for receiving the Innovative Transportation Solutions award for the Community Benefits Program at the WTS San Francisco Chapter banquet on June 20th.

Mr. Skinner attended the TRB Conference on Advancing Transportation Equity on July 17th, where he presented on the Community Transportation Benefits Program. He thanked Christa Cassidy with the Policy/Program Manager consultant team for her assistance in preparing the presentation.

d) Policy/Program Manager Report.

Ms. Vong reported three items:

- CHP Refresher Training: Four training sessions will be held next month to update CHP officers, share data, and address congestion spots.
- Community Transportation Benefits RFP: The next-gen RFP is expected to be released in August, with results and selection presented in the fall and implementation in spring 2025.
- Privacy Policy Report: A new privacy policy has been developed to align with regional standards, detailing management of private information. JPA staff do not have direct access to PII, as that is handled through a secure portal following BATA and BAIFA policies.

7.0 **WRITTEN COMMUNICATIONS**

None.

8.0 **NEXT REGULAR MEETING**

September 13, 2024

9.0 **ADJOURNMENT** – 10:04 am

San Mateo County Express Lanes Joint Powers Authority Board of Directors Meeting Minutes

Meeting No. 58
October 11, 2024

This meeting of the SMCEL-JPA Board of Directors was held in person and by teleconference pursuant to Government Code Section 54953(e). Members of the public was able to participate in the meeting remotely via the Zoom platform or in person.

Board of Directors: Rico E. Medina (Chair), Michael Salazar (Vice Chair), Alicia Aguirre, Carlos Romero, Julia Mates and Rich Hedges

1.0 CALL TO ORDER/ ROLL CALL

Chair Rico E. Medina called the meeting to order at 9:06 a.m. Roll call was taken.

AGENCY:	IN-PERSON:	ABSENT:	REMOTE AB 2449:	REMOTE Publicly Accessible Teleconference Location:
C/CAG		Alicia Aguirre*		
C/CAG	Michael Salazar			
C/CAG	Rich Hedges			
SMCTA		Carlos Romero*		
SMCTA		Julia Mates		
SMCTA	Rico E. Medina			

Staff Present (In-Person):	Members of the Public (In-Person):
Sean Charpentier, Executive Council – C/CAG	Lacy Vong
April Chan, Executive Council – TA	Eryca Dinsdale
Peter Skinner – TA	Giuliano Carlini
Mima Crume – Clerk of the Board	
Kaki Cheung – C/CAG	
Emily Beach – San Mateo County Transit District	Members of the Public (Remote):
	Mike Swire
Staff Present (Remote):	
Van Ocampo	

Was in attendance remotely*

Three members were present at the physical location posted on the public agenda. One member (Board Member Romero) was teleconferencing from San Francisco from a teleconference location posted on the public agenda. Because a quorum (of four members) was not physically present in a singular physical location in the jurisdiction, AB 2449 remote member participation was disallowed for all members under Cal. Gov't Code § 54953(f)(1), so the member requesting remote member participation (Board Member Aguirre) observed the meeting as a member of the public and was not counted toward quorum. Separately, because a quorum was not participating

from locations within the boundaries of the territory over which the JPA exercises jurisdiction, the meeting failed to have a quorum for purposes of permitting the use of traditional teleconferencing under Cal. Gov't Code § 54953(b)(3), and the member participating via traditional teleconferencing (Board Member Romero) was also not counted toward a quorum. On advice of counsel, the members in attendance were limited to informational items and no action was proposed or taken.

2.0 PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA

Note: Public comment is limited to two minutes per speaker. Members of the public who wish to address the Board should complete a speaker's slip to make a public comment in person or raise their hand in Zoom to speak virtually.

Public member Mr. Carlini requested access to data showing the impact of express lanes on overall congestion, stressing that this information is essential for public understanding.

Public member Mr. Swire echoed the call for congestion data. He emphasized that the express lanes were intended to benefit all drivers, not just those who can afford to use them.

Both speakers urged the board to make congestion data available to assess the project's success.

3.0 PRESENTATIONS

- 3.1 Approval of the minutes of Board of Directors regular business meeting No. 57 dated July 19, 2024. NO ACTION TAKEN
- 3.2 Accept the Sources and Uses of Funds for the FY2024 Period Ending June 30, 2024. NO ACTION TAKEN
- 3.3 Acceptance of Statement of Revenues and Expenses for the Period Ending July 31, 2024. NO ACTION TAKEN
- 3.4 Acceptance of Statement of Revenues and Expenses for the Period Ending August 31, 2024. NO ACTION TAKEN
- 3.5 Receive an update on the US 101 Express Lanes Variable Rate Bond. INFORMATION

4.0 REGULAR AGENDA

- 4.1 Receive presentation and provide feedback on the various organizational model options as part of the JPA organizational assessment project. INFORMATION

Deputy Director Kaki Cheung introduced the organizational assessment project, which aims to evaluate the best structure for managing express lanes operations.

This project is part of an ongoing commitment to ensure efficient and effective management of the Express Lanes program.

Consultant Eryca Dinsdale from WSP presented five organizational models for consideration. The models ranged from maintaining the current structure, which splits responsibilities between two agencies, to creating a new, dedicated agency specifically for express lane operations. Each model was assessed based on costs, efficiency, and alignment with local values.

A cost analysis revealed that establishing a dedicated agency would be significantly more expensive than other options. Adding a program manager, however, was identified as a middle-ground solution. This role could enhance coordination and reduce redundancies within the existing framework without incurring high costs.

The presentation concluded with a recommendation to consider adding a program manager. This approach would streamline operations while preserving the strengths of the current structure. Board members acknowledged the findings and noted the need for further discussion on the organizational options.

- 4.2 Review and discuss potential alternative Board meeting schedule.

NO ACTION TAKEN

Executive Director Sean Charpentier suggested revising the board meeting schedule based on Board member feedback. He proposed moving meetings to the first Friday of each month, with the option to reduce frequency to a bimonthly schedule. This change could provide fewer but more focused sessions.

The Board showed interest in considering and the bimonthly meeting schedules on the first Friday of the month, and it was agreed that the topic would be discussed further at the next board meeting.

5.0 REPORTS

- a) Chairperson Report.

None.

- b) Member Communication.

None.

- c) Executive Council Report - Executive Council Verbal Report.

None.

- d) Policy/Program Manager Report.

Lacy Vong, the Policy/Program Manager, provided updates on current policy

initiatives and program developments for the Express Lanes project.

6.0 **WRITTEN COMMUNICATIONS**

None.

7.0 **NEXT REGULAR MEETING**

November 8, 2024

8.0 **ADJOURNMENT** – 9:59 am

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Kate Jordan Steiner, CFO

Subject: Acceptance of Statement of Revenues and Expenses for the FY2024 Period Ending June 30, 2024
(For further information, contact Kate Jordan Steiner, CFO, at 650-647-3504)

RECOMMENDATION

That the SMCEL-JPA Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2024 (FY24), period ending June 30, 2024.

The statement columns have been designed to provide the annual budget and the year-to-date current actuals for the current fiscal year.

FISCAL IMPACT

Operating Revenues: As of June 2024, total Operating Revenues are \$31.7 million, \$6.3 million (25.0%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$28.7 million (\$8.5 million [41.8%] favorable to budget)
- Toll violation, fees and penalties, \$2.0 million (-\$2.1 million [-51.2%] unfavorable to budget)
- Allocated bond funds - Equity program, \$0.3 million (-\$0.3 million [-49.8%] unfavorable to budget)
- Miscellaneous income, \$0.7 million (\$0.7 million [100%] favorable to budget)

Operating Expenses: As of June 2024, total Operating Expenses are \$13.1 million, \$9.3 million (41.4%) favorable to budget. Major expenses include the following:

- Toll operations and maintenance costs, \$4.1 million (\$4.3 million [51.1%] favorable to budget)
- FasTrak customer service costs, \$3.6 million (\$1.6 million [30.5%] favorable to budget)
- Consultant, \$1.3 million (\$0.1 million [42.6%] favorable to budget)
- SMCELJPA bond interest, \$1.0 million (-\$0.02 million [-2.0%] unfavorable to budget)
- Staff support, \$0.7 million (\$0.4 million [36.8%] favorable to budget)
- Insurance, \$0.5 million (-\$0.01 million [-2.7%] unfavorable to budget)
- Equity Program Administration and Costs, \$0.5 million (\$0.1 million [68.0%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of June 2024.

Other Information:

Loan payables represent loan advance payments received and the interests accrued since the formation of the SMCEL-JPA from the San Mateo County Transportation Authority and the City/County Association of Governments of San Mateo County. Loan advances will be repaid on a monthly basis and no later than five years after the San Mateo County 101 Express Lanes Project begins operations and receives toll revenues.

ATTACHMENT

1. Statement of Revenues and Expenses Fiscal Year 2024 (June 2024)



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY

STATEMENT OF REVENUES AND EXPENSES

Fiscal Year 2024

As of June 30 2024

Preliminary Unaudited

	YEAR-TO-DATE JULY TO JUNE				ANNUAL
	ADOPTED BUDGET	CURRENT ACTUALS	\$ VARIANCE	% VARIANCE	ADOPTED BUDGET
OPERATING REVENUES					
Toll Revenues	\$ 20,200,000	\$ 28,651,713	\$ 8,451,713	41.8%	\$ 20,200,000
Toll Violation, Fees and Penalties	4,200,000	2,049,709	(2,150,291)	(51.2%)	4,200,000
Allocated Bond Funds - Equity Program	577,550	290,117	(287,433)	(49.8%)	577,550
SMCTA Measure A (ACR TDM) - Equity Program	400,000	-	(400,000)	(100.0%)	400,000
Misc. Income	-	735,303	735,303	100.0%	-
TOTAL REVENUES	\$ 25,377,550	\$ 31,726,842	\$ 6,349,291	25.0%	\$ 25,377,550
OPERATING EXPENSES					
Staff Support	\$ 1,032,871	\$ 653,122	\$ 379,749	36.8%	\$ 1,032,871
Administrative Overhead	117,139	141,763	(24,624)	(21.0%)	117,139
Seminar Training/Business Travel	40,500	6,949	33,551	82.8%	40,500
Audit & Bank Fees	22,636	14,833	7,803	34.5%	22,636
Promotional Advertising	50,000	33,716	16,284	32.6%	50,000
Utilities	50,000	101,048	(51,048)	(102.1%)	50,000
Software Maintenance & License	33,600	29,721	3,879	11.5%	33,600
Legal Services	60,000	13,345	46,655	77.8%	60,000
Insurance	500,000	513,300	(13,300)	(2.7%)	500,000
SMCEL-JPA Bond Related Debt Fees	520,000	146,598	373,402	71.8%	520,000
Miscellaneous	52,090	17,515	34,575	66.4%	52,090
Consultant	2,206,700	1,267,399	939,301	42.6%	2,206,700
Express Lane Maintenance	847,000	38,971	808,029	95.4%	847,000
Toll Operations and Maintenance (BAIFA)	8,350,000	4,079,222	4,270,778	51.1%	8,350,000
FasTrak Customer Service (BATA)	5,200,000	3,615,259	1,584,741	30.5%	5,200,000
Express Lanes Enhanced Enforcement (CHP)	240,000	373,147	(133,147)	(55.5%)	240,000
Equity Program Administration and Costs	1,435,000	459,506	975,494	68.0%	1,435,000
Interest Expense on Operating Advances	269,098	221,758	47,340	17.6%	269,098
Credit Enhancement Fee	400,000	400,000	-	0.0%	400,000
SMCEL-JPA Bond Interest	1,000,000	1,019,754	(19,754)	(2.0%)	1,000,000
TOTAL EXPENSES	\$ 22,426,634	\$ 13,146,926	\$ 9,279,709	41.4%	\$ 22,426,634
SURPLUS/(DEFICIT)	\$ 2,950,916	\$ 18,579,917	\$ 15,629,001	529.6%	\$ 2,950,916

Additional Information:

Loan and interest payable to the City/County Association of Governments of San Mateo County	\$ 2,722,547
Loan and interest payable to the San Mateo County Transportation Authority	\$ 3,204,091

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Kate Jordan Steiner, CFO

Subject: Acceptance of Statement of Revenues and Expenses for the Period Ending July 31, 2024
(For further information, contact Kate Jordan Steiner, CFO, at 650-647-3504)

RECOMMENDATION

That the SMCEL-JPA Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2025, period ending July 31, 2024.

The statement columns have been designed to provide the annual budget and the year-to-date current actuals for the current fiscal year.

FISCAL IMPACT

Operating Revenues: As of July 2024, the total Operating Revenues are \$2.9 million, \$0.3 million (13.0%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$2.6 million (\$0.3 million [12.0%] favorable to budget)
- Toll Violation, Fees and Penalties, \$0.2 million (-\$0.005 million [-2.7%] unfavorable to budget)

Operating Expenses: As of July 2024, the Operating Expenses are \$0.8 million, \$1.1 million (57.5%) favorable to budget. Major expenses are in the categories of the following:

- Toll Operations and Maintenance costs, \$0.4 million (\$0.2 million [39.4%] favorable to budget)
- FasTrak Customer Service Costs, \$0.3 million (\$0.05 million [15.9%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of July 2024.

Other Information: Loan payables represent loan advance payments received and the interests accrued since the formation of the SMCEL-JPA from the San Mateo County Transportation Authority and the City/County Association of Governments of San Mateo County. Loan advances will be repaid on a monthly basis and no later than five years after the San Mateo County 101 Express Lanes Project begins operations and receives toll revenues.

The Agency accounts for revenues and expenses on a modified cash basis (only material revenues and expenses are accrued) on the monthly financial statement. As such, the variance between the current year's actual and the budget July show noticeable variances due to the timing of expenses.

ATTACHMENT

1. Statement of Revenues and Expenses Fiscal Year 2025 (July 2024)



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FISCAL YEAR 2025
AS OF JULY 31, 2024

	YEAR-TO-DATE JULY				ANNUAL
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
OPERATING REVENUES					
Toll Revenues	\$ 2,332,333	\$ 2,611,056	\$ 278,722	12.0%	\$ 27,988,000
Toll Violation, Fees and Penalties	187,750	182,644	(5,106)	(2.7%)	2,253,000
Allocated Bond Funds	-	-	-	0.0%	-
SMCTA Measure A (ACR TDM) - Equity Program	29,508	41,200	11,692	39.6%	354,100
Miscellaneous Revenue (Interest Income)	36,908	87,378	50,469	136.7%	442,900
TOTAL REVENUES	\$ 2,586,500	\$ 2,922,278	\$ 335,777	13.0%	\$ 31,038,000
OPERATING EXPENSES					
Staff Support & Admin Overhead	\$ 99,780	\$ 17,694	\$ 82,086	82.3%	\$ 1,197,358
Seminar/Training & Business Travel	3,375	286	3,089	91.5%	40,500
Audit & Bank Fees	1,830	538	1,292	70.6%	21,965
Promotional Advertising	4,167	-	4,167	100.0%	50,000
Utilities	5,000	-	5,000	100.0%	60,000
Software Maintenance & License	3,167	2,041	1,126	35.6%	38,000
Legal Services	5,000	-	5,000	100.0%	60,000
Insurance	55,792	28,220	27,571	49.4%	669,500
SMCEL-JPA Bond Related Debt Fees	55,833	37,250	18,583	33.3%	670,000
Miscellaneous	4,525	661	3,864	85.4%	54,300
Consultant	137,083	-	137,083	100.0%	1,645,000
Express Lane Maintenance	70,583	-	70,583	100.0%	847,000
Toll Operations and Maintenance (BAIFA)	579,167	351,030	228,136	39.4%	6,950,000
FasTrak Customer Service (BATA)	303,958	255,679	48,280	15.9%	3,647,500
Express Lanes Enhanced Enforcement (CHP)	51,333	-	51,333	100.0%	616,000
Equity Program Adminsitration and Costs	122,587	41,200	81,387	66.4%	1,471,039
Interest Expense on Operating Advances	26,716	21,189	5,527	20.7%	320,587
Credit Enhancement Fee	33,333	33,333	-	0.0%	400,000
SMCEL-JPA Bond Interest	291,667	-	291,667	100.0%	3,500,000
TOTAL EXPENSES	\$ 1,854,896	\$ 789,121	\$ 1,065,774	57.5%	\$ 22,258,749
SURPLUS/(DEFICIT)	\$ 731,604	\$ 2,133,157	\$ 1,401,553	191.6%	\$ 8,779,251

Additional Information:

Loan and interest payable to the City/County Association of Governments of San Mateo County	\$ 2,732,281
Loan and interest payable to the San Mateo County Transportation Authority	\$ 3,215,547

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Kate Jordan Steiner, CFO

Subject: Acceptance of Statement of Revenues and Expenses for the Period Ending August 31, 2024
(For further information, contact Kate Jordan Steiner, CFO, at 650-647-3504)

RECOMMENDATION

That the SMCEL-JPA Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2025, period ending August 31, 2024.

The statement columns have been designed to provide the annual budget and the year-to-date current actuals for the current fiscal year.

FISCAL IMPACT

Operating Revenues: As of August 2024, the total Operating Revenues are \$6.6 million, \$1.4 million (27.8%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$6.0 million (\$1.3 million [27.9%] favorable to budget)
- Toll Violation Fees and Penalties, \$0.4 million (\$0.02 million [4.5%] favorable to budget)
- Interest Income, \$0.2 million (\$0.20 million [156.9%] favorable to budget)

Operating Expenses: As of August 2024, the total Operating Expenses are \$2.3 million, \$1.4 million (38.3%) favorable to budget. Major Expenses are in the categories of the following:

- Toll Operations and Maintenance costs, \$1.2 million (no variance)
- FasTrak Customer Service, \$0.6 million (no variance)
- Equity Program Administration and Costs, \$0.2 million (\$0.02 million [8.1%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of August 2024.

Other Information: Loan payables represent loan advance payments received and the interests accrued since the formation of the SMCEL-JPA from the San Mateo County Transportation Authority and the City/County Association of Governments of San Mateo County. Loan advances will be repaid on a monthly basis and no later than five years after the San Mateo County 101 Express Lanes Project begins operations and receives toll revenues.

The Agency accounts for revenues and expenses on a modified cash basis (only material revenues and expenses are accrued) on the monthly financial statement. As such, the variance between the current year's actual and the budget August show noticeable variances due to the timing of expenses.

ATTACHMENT

1. Statement of Revenues and Expenses Fiscal Year 2025 (August 2024)



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FISCAL YEAR
As of August 31, 2024

	YEAR-TO-DATE JULY-AUGUST				ANNUAL
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
OPERATING REVENUES					
Toll Revenues	\$ 4,664,667	\$ 5,966,042	\$ 1,301,376	27.9%	\$ 27,988,000
Toll Violation, Fees and Penalties	375,500	392,530	17,030	4.5%	2,253,000
Allocated Bond Funds	-	-	-	0.0%	-
SMCTA Measure A (ACR TDM) - Equity Program	41,200	41,200	-	0.0%	354,100
Miscellaneous Revenue (Interest Income)	73,817	189,632	115,815	156.9%	442,900
TOTAL REVENUES	\$ 5,155,183	\$ 6,589,404	\$ 1,434,220	27.8%	\$ 31,038,000
OPERATING EXPENSES					
Staff Support & Admin Overhead	\$ 199,560	\$ 30,571	\$ 168,989	84.7%	\$ 1,197,358
Seminar/Training & Business Travel	6,750	286	6,464	95.8%	40,500
Audit & Bank Fees	3,661	1,094	2,567	70.1%	21,965
Promotional Advertising	8,333	-	8,333	100.0%	50,000
Utilities	10,000	3,196	6,804	68.0%	60,000
Software Maintenance & License	6,333	4,081	2,252	35.6%	38,000
Legal Services	10,000	-	10,000	100.0%	60,000
Insurance	111,583	99,582	12,001	10.8%	669,500
SMCEL-JPA Bond Related Debt Fees	111,667	-	111,667	100.0%	670,000
Miscellaneous	9,050	764	8,286	91.6%	54,300
Consultant	274,167	92,744	181,423	66.2%	1,645,000
Express Lane Maintenance	141,167	-	141,167	100.0%	847,000
Toll Operations and Maintenance (BAIFA)	1,158,333	1,158,333	-	0.0%	6,950,000
FasTrak Customer Service (BATA)	607,917	607,946	(30)	(0.0%)	3,647,500
Express Lanes Enhanced Enforcement (CHP)	102,667	-	102,667	100.0%	616,000
Equity Program Adminsitration and Costs	245,173	225,405	19,768	8.1%	1,471,039
Interest Expense on Operating Advances	53,431	-	53,431	100.0%	320,587
Credit Enhancement Fee	66,667	66,666	1	0.0%	400,000
SMCEL-JPA Bond Interest	583,333	-	583,333	100.0%	3,500,000
TOTAL EXPENSES	\$ 3,709,792	\$ 2,290,668	\$ 1,419,123	38.3%	\$ 22,258,749
SURPLUS/(DEFICIT)	\$ 1,445,392	\$ 4,298,736	\$ 2,853,344	197.4%	\$ 8,779,251

Additional Information:

Loan and interest payable to the City/County Association of Governments of San Mateo County	\$ 2,741,116
Loan and interest payable to the San Mateo County Transportation Authority	\$ 3,225,945

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Kate Jordan Steiner, CFO

Subject: Acceptance of Statement of Revenues and Expenses for the Period Ending September 30, 2024
(For further information, contact Kate Jordan Steiner, CFO, at 650-647-3504)

RECOMMENDATION

That the SMCEL-JPA Board accepts and enters into the record the Statement of Revenues and Expenses for the Fiscal Year 2025, period ending September 30, 2024.

The statement columns have been designed to provide the annual budget and the year-to-date current actuals for the current fiscal year.

FISCAL IMPACT

Operating Revenues: As of September 2024, the total Operating Revenues are \$10.0 million, \$2.2 million (28.7%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$8.8 million (\$1.8 million [26.4%] favorable to budget)
- Toll Violation Fees and Penalties, \$0.6 million (\$0.02 million [3.6%] favorable to budget)
- Allocated Bond Funds – Equity Program, \$0.3 million (\$0.3 million [100%] favorable to budget)
- Interest Income \$0.3 million, (\$0.2 million [164.5%] favorable to budget)

Operating Expenses: As of September 2024, the total Operating Expenses are \$2.8 million, \$2.8 million (49.6%) favorable to budget. Major Expenses are in the categories of the following:

- Toll Operations and Maintenance (BAIFA), \$1.2 million (\$0.6 million [33.3%] favorable variance)
- FasTrak Customer Service (BATA), \$0.8 million (\$0.1 million [14.4%] favorable variance)
- Equity Program Administration and Costs, \$0.3 million (\$0.1 million [27.7%] favorable to budget)
- Consultant, \$0.2 million (\$0.2 million [49.3%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of September 2024.

Other Information: Loan payables represent loan advance payments received and the interests accrued since the formation of the SMCEL-JPA from the San Mateo County Transportation Authority and the City/County Association of Governments of San Mateo County. Loan advances will be repaid on a monthly basis and no later than five years after the San Mateo County 101 Express Lanes Project begins operations and receives toll revenues.

The Agency accounts for revenues and expenses on a modified cash basis (only material revenues and expenses are accrued) on the monthly financial statement. As such, the variance between the current year's actual and the budget September show noticeable variances due to the timing of expenses.

ATTACHMENT:

1. Statement of Revenues and Expenses Fiscal Year 2025 (September 2024)



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY

STATEMENT OF REVENUES AND EXPENSES

FISCAL YEAR

As of September 30, 2024

	YEAR-TO-DATE JULY - SEPTEMBER				ANNUAL
	BUDGET	ACTUAL	\$ VARIANCE	% VARIANCE	BUDGET
OPERATING REVENUES					
Toll Revenues	\$ 6,997,000	\$ 8,844,775	\$ 1,847,775	26.4%	\$ 27,988,000
Toll Violation, Fees and Penalties	563,250	583,655	20,405	3.6%	2,253,000
Allocated Bond Funds - Equity Program	-	266,005	266,005	100.0%	-
SMCTA Measure A (ACR TDM) - Equity Program	88,525	-	(88,525)	(100.0%)	354,100
Miscellaneous Revenue (Interest Income)	110,725	292,912	182,187	164.5%	442,900
TOTAL REVENUES	\$ 7,759,500	\$ 9,987,347	\$ 2,227,847	28.7%	\$ 31,038,000
OPERATING EXPENSES					
Staff Support & Admin Overhead	\$ 299,340	\$ 66,017	\$ 233,323	77.9%	\$ 1,197,358
Seminar/Training & Business Travel	10,125	286	9,839	97.2%	40,500
Audit & Bank Fees	5,491	1,660	3,831	69.8%	21,965
Promotional Advertising	12,500	-	12,500	100.0%	50,000
Utilities	15,000	15,070	(70)	(0.5%)	60,000
Software Maintenance & License	9,500	6,122	3,378	35.6%	38,000
Legal Services	15,000	734	14,266	95.1%	60,000
Insurance	167,375	149,373	18,002	10.8%	669,500
SMCEL-JPA Bond Related Debt Fees	167,500	-	167,500	100.0%	670,000
Miscellaneous	13,575	1,389	12,186	89.8%	54,300
Consultant	411,250	208,384	202,866	49.3%	1,645,000
Express Lane Maintenance	211,750	-	211,750	100.0%	847,000
Toll Operations and Maintenance (BAIFA)	1,737,500	1,158,333	579,167	33.3%	6,950,000
FasTrak Customer Service (BATA)	911,875	780,354	131,521	14.4%	3,647,500
Express Lanes Enhanced Enforcement (CHP)	154,000	-	154,000	100.0%	616,000
Equity Program Adminisitation and Costs	367,760	266,005	101,755	27.7%	1,471,039
Interest Expense on Operating Advances	80,147	59,361	20,786	25.9%	320,587
Credit Enhancement Fee	100,000	99,999	1.00	0.0%	400,000
SMCEL-JPA Bond Interest	875,000	-	875,000	100.0%	3,500,000
TOTAL EXPENSES	\$ 5,564,687	\$ 2,813,087	\$ 2,751,601	49.4%	\$ 22,258,749
SURPLUS/(DEFICIT)	\$ 2,194,813	\$ 7,174,260	\$ 4,979,447	226.9%	\$ 8,779,251

Additional Information:

Operating loan and interest payable to the City/County Association of Governments of San Mateo County	\$ 2,687,074
Operating loan and interest payable to the San Mateo County Transportation Authority	\$ 3,162,344

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Executive Council

Subject: Receive an update on the US 101 Express Lanes Variable Rate Bond.

(For further information please contact Kevin Beltz at BeltzK@samtrans.com)

RECOMMENDATION

Receive an update on the US 101 Express Lanes Variable Rate Bond. This is an informational item.

FISCAL IMPACT

There is no budget impact directly related to this item.

SOURCE OF FUNDS

2020 Variable Rate Demand Bonds issued by the San Mateo County Transportation Authority (TA)

BACKGROUND

On September 10, 2020, the TA issued \$100 million Subordinate Sales Tax Revenue Variable Rate Demand Bonds (Limited Tax Bonds), 2020 Series A and B to fund project costs associated with (a) construction of the US 101 Express Lanes project and (b) implementation of an equity program designed to help those in need improve mobility within the county. Interest and fees on the bond are capitalized for either (a) first three years after issuance of the bonds or (b) one year beyond completion of construction.

The Express Lanes Project extends over 22-miles from the San Mateo/Santa Clara County line to I-380 in South San Francisco. The Southern Segment of the Express Lanes, approximately 8 of the 22 miles, opened and has been in operation since February 11, 2022. The Northern Segment was opened for operations on March 3, 2023.

Attached is a slide presentation that was provided to the San Mateo County Transportation Authority (TA) in September 2024. In addition to providing background on the bonds issued by TA to finance the construction of the US 101 Express Lanes, the presentation provides an update on interest rates, upcoming debt service and an outlook going forward. That outlook has been updated to reflect (a) the Federal Reserve's September 2024 0.50% reduction to interest rates, after the September TA presentation, and (b) a \$6.29 million bond call that has been scheduled using (a) remaining funds after the final project costs were paid and a certificate of completion was filed with the trustee, and (b) unused capitalized interest.

The slide added after the September TA presentation shows how the bond call being scheduled on 12/1/24 eliminates the principal due June 1, 2027, and reduces principal due June 1, 2030 by \$1.29 million.

Staff will be available, if needed, to discuss interest rates and how they compare to what would have been fixed rates at the time of issuance, how the rates over the last six months and since the life of the VRDOs compare to VRDO historically, and how the upcoming call of bonds impacts debt service going forward.

ATTACHMENT:

1. Presentation on the variable rate demand bond



US 101 Express Lanes: Update on Variable Rate Bond



Overview

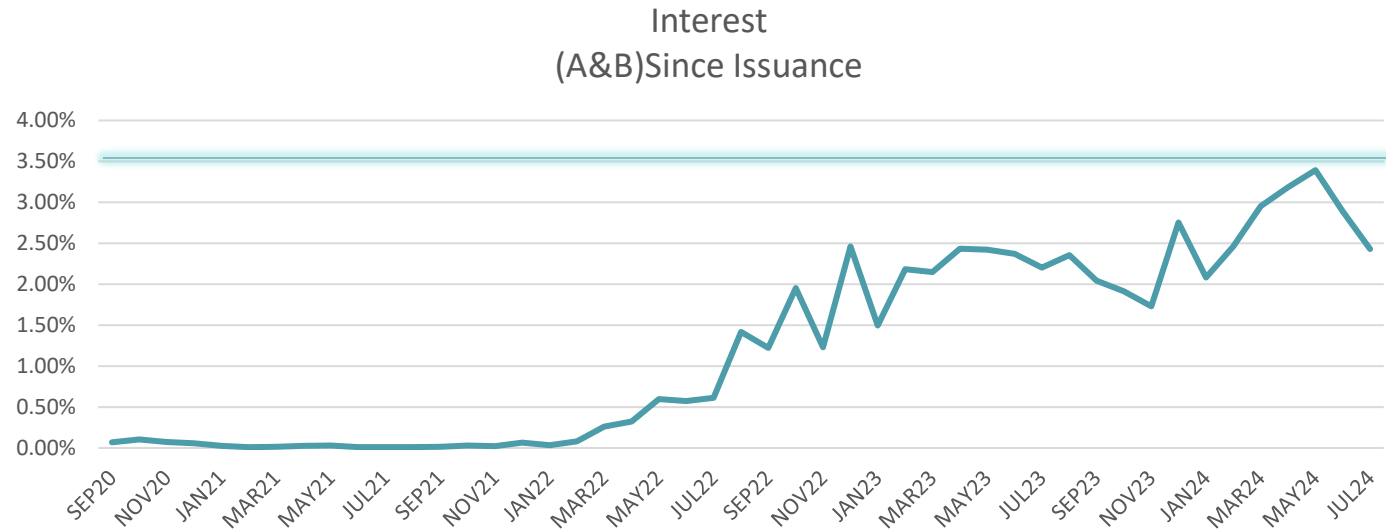
- Background
- Interest Rates
- Debt Service
- Outlook

Background

- **In 2020 TA issued \$100M variable rate Bonds:**
 - To support JPA's \$581M cost for US 101 Express Lanes (EL)
 - Secured by Measures A & W sales tax
- **Why variable rate Bonds?**
 - Lowest cost
 - 20 Year Historical interest average: 1.1%
 - Estimated Fixed Rate issuance in Sep 2020 = 3.50%
 - Initial rates: 0.07%
 - Prepayment flexibility

Interest Rates

Interest Rate Overview Six Months- Feb to July 2024		Interest Rate Overview Since Issuance	
Average Rate A&B combined	2.63%	Average Rate A&B combined	1.21%
Highest Rate weekly reset (4/18/2024)	3.68%	Highest Rate weekly reset (4/18/2024)	3.68%
Highest Rate daily reset (6/28/24)	4.45%	Highest Rate daily reset (6/28/24)	4.45%
Lowest Rate weekly reset (7/11/2024)	1.89%	Lowest Rate weekly reset (7/11/2024)	0.01%
Lowest Rate daily reset (Feb 5&6, 2024)	1.00%	Lowest Rate daily reset (Feb 5&6, 2024)	0.01%



Fixed Rate Issuance in Sep
2020=3.50%

Debt Service (Before and After call scheduled for 12/1/2024)



* Based on estimated Interest Rate of 2.00%

Outlook

- The Federal Reserve at their September meeting reduced the Fed Funds rate by 0.50% and provided guidance that further cuts would be made as conditions warrant.
- Market expectations have rates lowering by another 1.00% to 1.50% between now and the end of calendar year 2025.
- Any further reduction in the Fed Funds rates is expected to reduce rates on the VRDOs further below current levels and keep them below the 3.50% budgeted this FY.

Questions?

Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Executive Council

Subject: Approve the selection of a Focused Organizational Model for Express Lane Program Management

(For further information, contact April Chan at chana@samtrans.com, or Sean Charpentier at scharpentier@smcgov.org)

RECOMMENDATION

That the SMCEL-JPA Board of Directors approve the selection of a focused organizational model for Express Lane Program management, as outlined in the JPA organization assessment project.

FISCAL IMPACT

The cost of the organizational assessment project is \$366,495.

SOURCE OF FUNDS

The adopted Fiscal Year 2024/2025 Budget includes funding to cover the cost of the organizational assessment.

BACKGROUND

In alignment with the Board's commitment to evaluate an appropriate staffing and organizational structure for managing the San Mateo US 101 Express Lanes, SMCEL-JPA initiated an organizational assessment, as directed in the Joint Exercise of Powers Agreement. WSP USA, Inc. was retained to support this effort with the aim of establishing an operational model that aligns with the Express Lane's mission, vision, and goals while maximizing efficiency and effectiveness.

In prior sessions, the Board reviewed foundational elements, including:

- **April Board Meeting:** Preliminary organizational goals and selection criteria for potential models.
- **July Board Meeting:** Overview of five organizational models (Existing, Existing +Agency Program Manager (Focused Model), C/CAG Managed, TA Managed and a dedicated express lanes organization), accompanied by a summary of each model's attributes, challenges, and opportunities.
- **October Board Meeting:** A detailed cost analysis and qualitative assessment, including alignment with agency strengths, was presented.

Based on the consulting team’s analysis, the focused organizational model (described as “Existing + Agency Program Manager” in the October presentation) with an agency program manager enables the JPA to capitalize on the existing expertise of both C/CAG and the San Mateo Transportation Authority, thereby leveraging each agency’s operational strengths in express lane management. Adding a dedicated program manager to this model streamlines communication between agencies, ensures direct oversight of program milestones, budgets, and deliverables, and maintains continuity and consistency when coordinating with external consultants and stakeholders.

While this model involves adding a new position to the organization, the dedicated program manager effectively reduces the workload currently borne by both agencies, resulting in an overall decrease in effort across all parties. This approach is cost-effective, maintains both agencies’ active involvement, and supports a unified commitment to delivering a high-quality express lane experience. By reducing redundancy, simplifying communication, and enhancing responsiveness to operational needs, it aligns well with the JPA’s goals.

Staff recommends that the Board approve a focused organizational model to enhance operational efficiency and maximize the use of agency strengths. Approval of this model will provide a clear pathway for implementing a cohesive structure to manage the San Mateo US 101 Express Lanes effectively and sustainably.

If approved, staff would collaborate with the consultant team to develop an ideal job profile for the agency program manager, and subsequently initiate the recruitment process. The Board can anticipate adjustments to agency staffing costs in next fiscal year’s budget.

ATTACHMENT:

1. October 11, 2024 Presentation on the Assessment of Organizational Models



Organizational Assessment

Board Presentation—October 11th, 2024

Project Goals

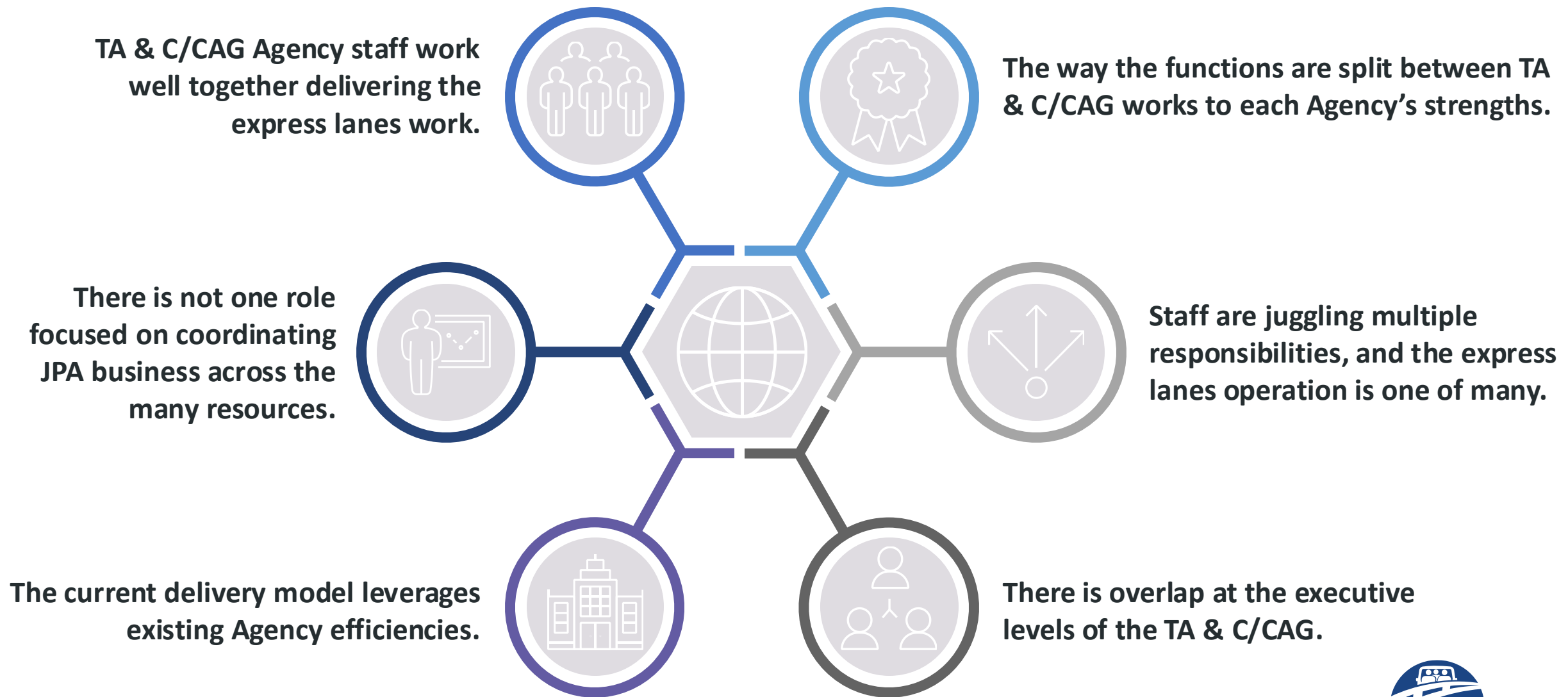
“Appropriate organizational and staffing structure to efficiently and effectively implement the vision, mission, and goals of the Express Lanes Program”

As stated in JEPA

How It All Fits Together



Existing Organization Observations



Organizational Model Summary

JPA Board remains the same

Existing	Existing + Agency Program Manager	C/CAG managed express lanes organization	TA managed express lanes organization	Dedicated express lanes organization
<ul style="list-style-type: none">• TA & C/CAG each perform identified functions of the express lanes	<ul style="list-style-type: none">• Similar to the existing model• Agency Program Manager added, facilitating program focus & cohesiveness	<ul style="list-style-type: none">• All functions performed by C/CAG• Express lanes Agency Program Manager• TA Exec. Director updated on Board matters	<ul style="list-style-type: none">• All functions performed by TA• Express lanes Agency Program Manager• C/CAG Exec. Director updated on Board matters	<ul style="list-style-type: none">• New agency established• New Executive Director• Express lanes Agency Program Manager

Consultant support or agency staff perform current consultant duties in any option and would be evaluated independently of the selected model.



SMCEL Organizational Goals

Remain Efficient and Good Stewards of Public Funds

- Ensure **Fiscal Responsibility**
- Advance **Cost-effectiveness**
- **Minimize Duplication**
- Deliver a **Systemic Management Approach**
- Promote Adoption of **Innovative Policies and Technology**
- Focus on the **Key Program Elements**

Proactively Engage with External Partners

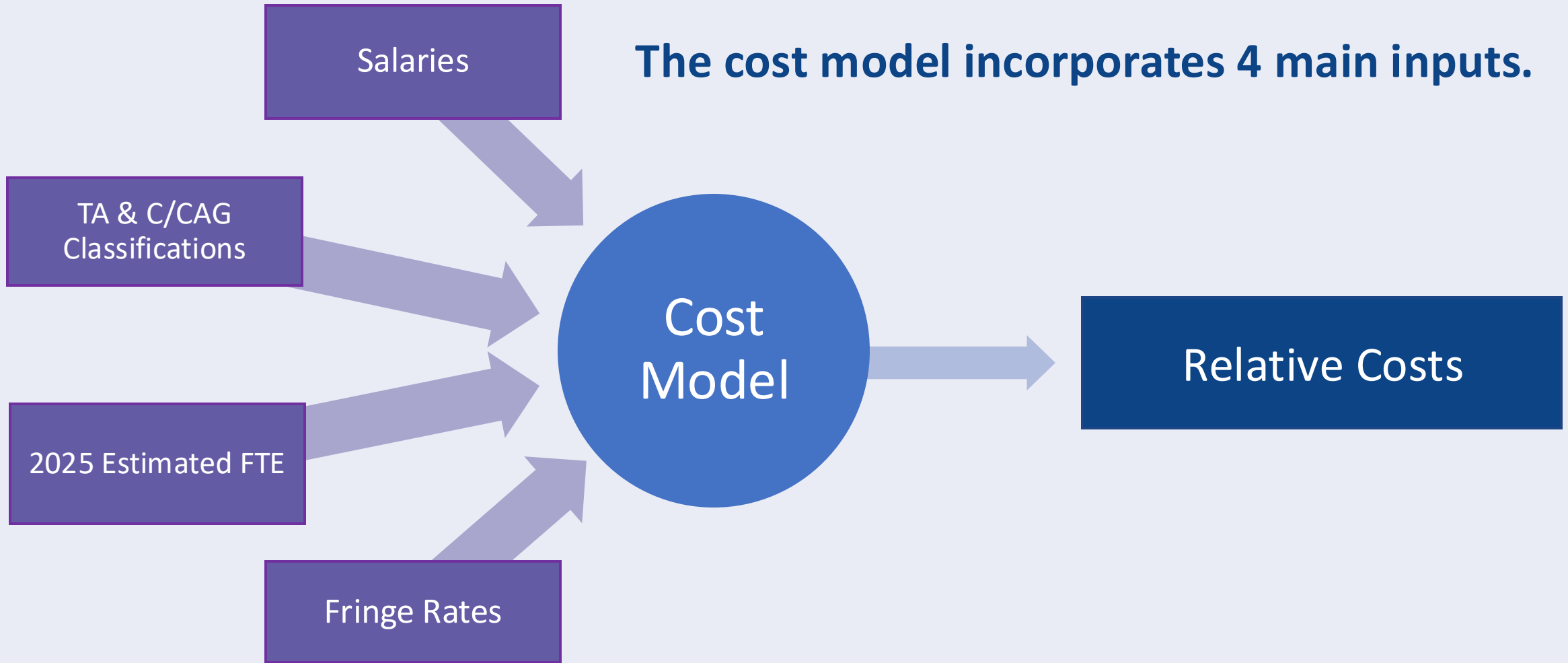
- Advance **Stakeholder Engagement**
- Further Robust **Partner Agency Relationships**
- Encourage **Regional and National Connection**

Invest in San Mateo Area Priorities

- Focus on **Investments in Equity**
- Promote **Mode Shift**
- Support **Local Needs**
- Generate **Sufficient Revenue**
- Factor in Adequate **Maintenance and Improvements**

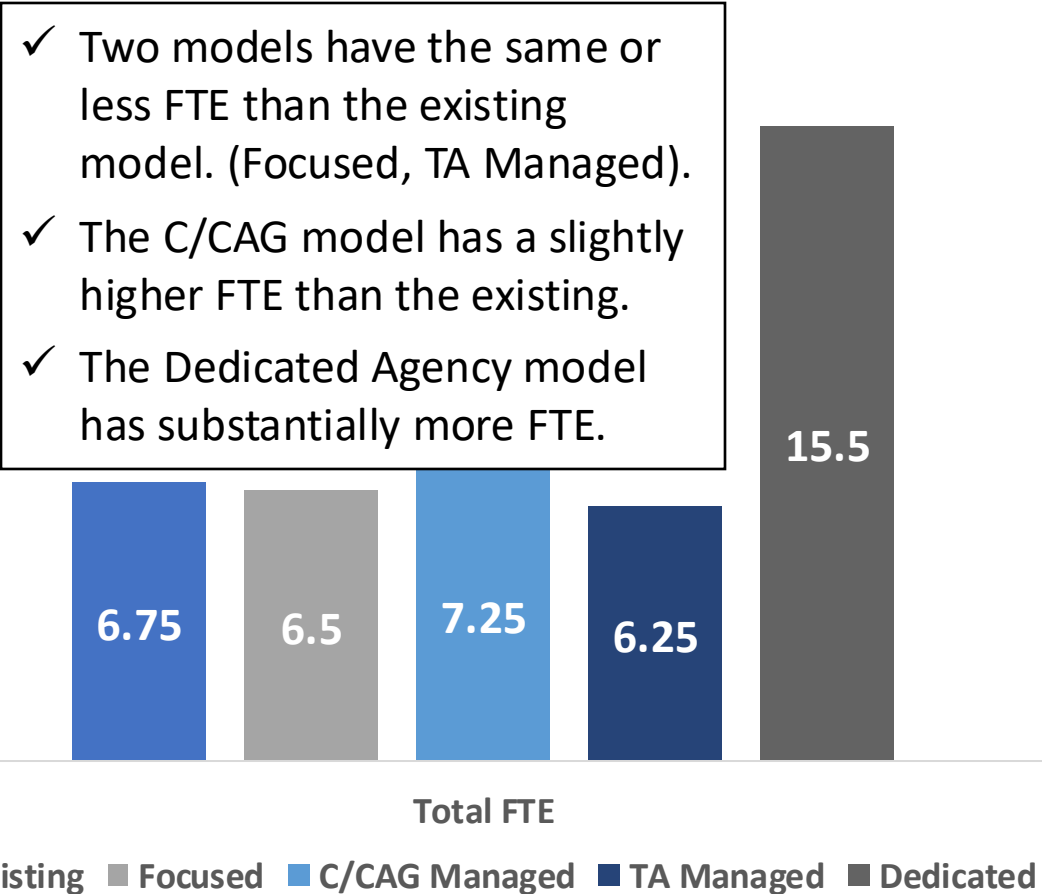
Cost Model – Assumptions and Methodology

The cost model incorporates 4 main inputs.

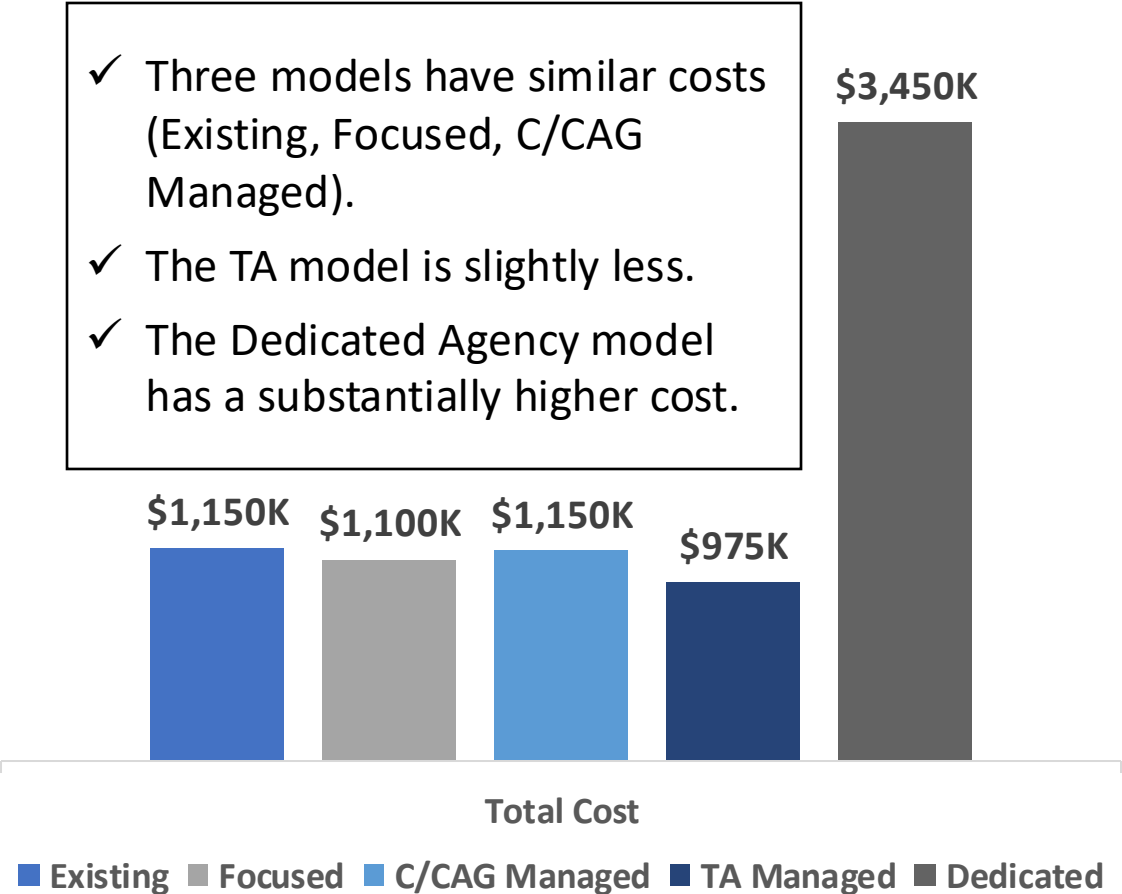


Cost Model - Outputs

JPA Total FTE for each Model



JPA Total Cost for each model

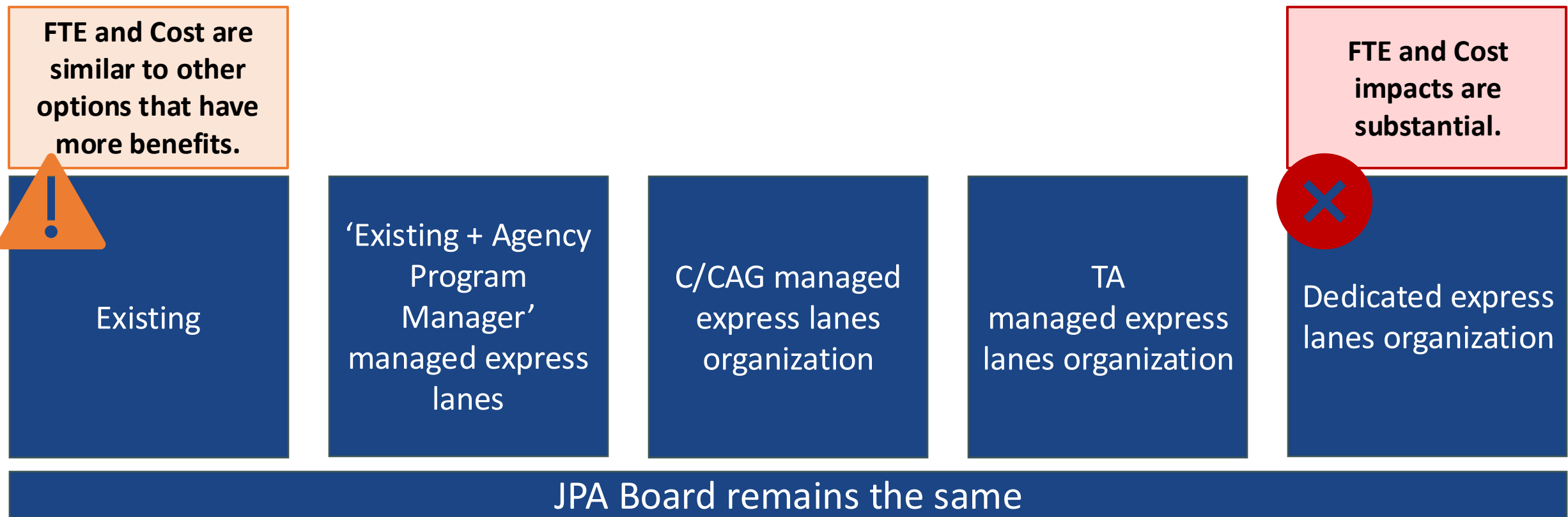


Cost alone is not a model differentiator (for 4 of them)

Cost Model Observations



Assessment Of The Models



Assessment Of The Models

	Existing + Agency Program Manager	C/CAG Managed	TA Managed
Takes steps to centralize focus and coordination across express lane resources.			
Leverages the TA's existing robust financial practices.			
Leverages C/CAG's connection to the interests of all the County's jurisdictions.			
Maintains ease of connection with the other Agency (TA or C/CAG) on express lanes topics.			

Assessment Results





Discussion

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: November 8, 2024

To: San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board of Directors

From: Sean Charpentier, Executive Council

Subject: Review and approval of the 2025 Calendar of SMCEL-JPA Board of Directors Meetings.

(For further information, contact Mima Crume mcrume@smcgov.org)

RECOMMENDATION

That the SMCEL-JPA Board of Directors review and approve the 2025 Calendar of Regular SMCEL-JPA Board of Directors Meetings.

FISCAL IMPACT

None.

BACKGROUND

At the request of Board member and leadership, staff has conducted an analysis of meeting dates for the SMCEL-JPA Board, with the goal of identifying potential new dates that avoid conflicts with other City Council, Countywide, regional, and committee meetings. The Board recommended to move the meeting date to the first Friday of the month. In addition, fewer meetings will take place in the 2025 calendar year as the program moves to steady operation.

The following is the proposed 2025 Board meeting schedule. All meetings will start at 9:00 a.m. unless otherwise noted.

- February 7th
- May 2nd
- June 6th
- August 1st
- September 5th
- November 7th

ATTACHMENT

None.