

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

Meeting No. 61

| | |
|--|--|
| Date: Friday, March 7, 2025 | Join by Webinar: https://us02web.zoom.us/j/83611273481?pwd=zKatzfd5oSZYpPnPE4azzMzQ4jLbmj.1 |
| Time: 9:00 A.M. | Webinar ID: 836 1127 3481 |
| Primary Location: San Mateo County Transit District Office 1250 San Carlos Ave, 2 nd Fl. Auditorium, San Carlos, CA | Password: 030725 |
| | 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), Stacey Jimenez, Julia Mates, Adam Rak, 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 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.

- 3.1 Approval of the minutes of Board of Directors regular business meeting No. 60 dated December 6, 2024. ACTION p. 1
- 3.2 Acceptance of Statement of Revenues and Expenses for the Period Ending November 30, 2024. ACTION p. 5
- 3.3 Acceptance of Statement of Revenues and Expenses for the Period Ending December 31, 2024. ACTION p. 7
- 3.4 Acceptance of Statement of Revenues and Expenses for the Period Ending January 31, 2025. ACTION p. 9
- 3.5 Review and Approval of Resolution SMCEL 25-01 authorizing an amendment with Samaritan House for the continuation of San Mateo 101 Express Lanes Community Transportation Benefits (CTB) Program administrative services through September 30, 2025, and increase the contract budget by up to \$162,000. ACTION p. 12
- 3.6 Review and approve Resolution SMCEL 25-02 authorizing the negotiation and execution of a service contract amendment with the California Highway Patrol (CHP) to increase the budget by \$880,325, for a new total not to exceed amount of \$2,013,234, until June 30, 2027. ACTION p. 16
- 3.7 Review and Approval of Resolution SMCEL 25-03 authorizing an amendment to the Agreement with WSP USA Inc. to conduct an organizational assessment, increasing the contract by \$40,000 and extending services through June 30, 2025. ACTION p. 20
- 3.8 Receive a quarterly update on the operations of the US 101 Express Lanes. INFORMATION p. 29
- 3.9 Receive an update on the US 101 Express Lanes Variable Rate Bond. INFORMATION p. 46

4.0 REGULAR AGENDA

- 4.1 Receive an update on the Organizational Assessment for Express Lane Program Management and select a hiring agency for the Program Manager position. ACTION p. 53
- 4.2 Review and approval of Resolution SMCEL 25-04 authorizing the Chair to execute an Agreement with Beam to develop and manage the software platform for the next generation Community Transportation Benefits Program and

distribute the mobility cards to eligible individuals at an amount not to exceed \$851,401, establish a contingency in the amount of \$85,401 (10% of contract) for a total project budget of \$936,540, and authorize the Executive Council to execute future amendments in an amount not-to-exceed the appropriated contingency, covering the period of March 10, 2025 to June 30, 2030, with the option of extending services for five 1-year terms through 2035. ACTION p. 59

5.0 **REPORTS**

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

6.0 **WRITTEN COMMUNICATIONS**

None.

7.0 **NEXT REGULAR MEETING**

May 2, 2025

8.0 **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

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

Meeting No. 60
December 6, 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 | |
| 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): |
| | Mike Swire |
| Staff Present (Remote): | |
| 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.

3.0 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.

- 3.1 Approval of the minutes of Board of Directors regular business meeting No. 57 dated July 19, 2024. APPROVED
- 3.2 Approval of the minutes of Board of Directors regular business meeting No. 58 dated October 11, 2024. APPROVED
- 3.3 Acceptance of Statement of Revenues and Expenses for the FY2024 Period Ending June 30, 2024. APPROVED
- 3.4 Acceptance of Statement of Revenues and Expenses for the Period Ending July 31, 2024. APPROVED
- 3.5 Acceptance of Statement of Revenues and Expenses for the Period Ending August 31, 2024. APPROVED
- 3.6 Acceptance of Statement of Revenues and Expenses for the Period Ending September 30, 2024. APPROVED
- 3.7 Approval of the minutes of Board of Directors regular business meeting No. 59 dated November 8, 2024. APPROVED
- 3.8 Acceptance of Statement of Revenues and Expenses for the Period Ending October 31, 2024. APPROVED
- 3.9 Receive a quarterly update on the operations of the US 101 Express Lanes. INFORMATION

Vice Chair Salazar MOVED to approve the consent agenda items 3.1 to 3.9.
Director Hedges SECONDED. **MOTION CARRIED 6-0-0**

4.0 **REGULAR AGENDA**

- 4.1 Approve the selection of a Focused Organizational Model for Express Lane Program Management. APPROVED

Deputy Director Kaki Chung presented the recommendation for selecting an organizational model to improve the management of the Express Lanes Program. Staff proposed the "focus model," which maintains the current structure of shared responsibilities between C/CAG and TA while adding a dedicated Program Manager (PM) position.

The focus model aims to streamline oversight, reduce duplication of efforts, and

enhance external communication. The PM would attend regional meetings and serve as the primary point of contact, alleviating the workload for current staff. Staff requested Board approval to proceed with creating the job description and initiating recruitment.

Board members expressed concerns about the dual agency reporting structure and questioned the necessity of adding a new position. Suggestions included clarifying employment terms (contract vs. limited-term employee) and ensuring the new position's efficiency with the potential consideration of a trial period.

Director Hedges moved to implement the joint model by approving the hiring of a Program Manager (PM) position within the new structure, with staff tasked to draft and present the job description and reporting structure for Board approval before recruitment. Director Aguirre **MOTION CARRIED 5-1-0**

- 4.2 Accept and enter into the record the Annual Financial Report for the Fiscal Year ended June 30, 2024. **APPROVED**

The FY 2024 Annual Financial Report was presented, highlighting a significant improvement in the net financial position from a \$58.3 million deficit in FY 2023 to \$12 million in FY 2024. The report, prepared by the accounting team and audited by Eide Bailly, adhered to U.S. auditing standards and government auditing guidelines. Joe Escobar, Senior Manager at Eide Bailly, provided an overview of the audit scope and results, highlighting a clean, unmodified opinion with no significant deficiencies or misstatements.

Board members inquired about accrued interest and project loan proceeds, with staff providing clarifications on financial details and compliance with loan restrictions. Members noted the remaining funds from the \$100 million bond and requested staff to present options for appropriately utilizing those funds.

Director Romero MOVED to approve item 4.2. Director Hedges. **MOTION CARRIED 6-0-0**

- 4.3 Review and approval of the 2025 Calendar of SMCEL-JPA Board of Directors Meetings. **APPROVED**

The proposed 2025 meeting calendar was presented, featuring a shift to bimonthly meetings. Consecutive meetings in May and June were included to accommodate budget preparation and approval.

Director Aguirre MOVED to approve item 4.3. Director Romero Salazar. **MOTION CARRIED 6-0-0**

5.0 REPORTS

- a) Chairperson Report – None
- b) Member Communication.

Director Hedges shared plans to visit Los Angeles to explore the expanded light rail system, made possible by transportation sales taxes and federal funding. Highlights include the downtown pass-through, enabling seamless travel across the city, the new Crenshaw Line, and its airport connector.

c) Executive Council Report - Executive Council Verbal Report.

Mr. Charpentier expressed gratitude to the Board for a productive year and acknowledged the efforts of departing members Rich and Alicia, recognizing their significant contributions over the years.

He provided an update on the C/CAG Board appointments, noting the appointment of Stacey Jimenez from Foster City to the JPA Board and the anticipated interim appointment of Adam Rack. Due to a 40% electoral transition among C/CAG Board members, further appointments will be revisited after new council appointments in January.

Ms. Chan thanked Director Aguirre and Director Hedges for their service, highlighting Director Aguirre's dedication since the organization's formation and Director Hedges' contributions over the past year. She wished them well and noted she looks forward to continuing to work with Director Hedges on the Citizen Advisory Committee.

Ms. Chan invited everyone to the Hometown Holiday Festival in Redwood City December 7th, featuring the SamTrans holiday-wrapped bus in the parade (4:30–5:30 p.m.) and the Caltrain Holiday Train at Sequoia Station (6:15 p.m.). She encouraged attendance to celebrate the holidays and support public transit.

d) Policy/Program Manager Report – None.

6.0 **WRITTEN COMMUNICATIONS** – None.

7.0 **NEXT REGULAR MEETING** – February 7, 2025

8.0 **ADJOURNMENT** – 10:28 am

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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 November 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 November 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 November 2024, the total Operating Revenues are \$15.2 million, \$2.2 million (17.2%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$13.3 million (\$1.6 million [14.0%] favorable to budget)
- Allocated Bond Funds – Equity Program, \$0.3 million (\$0.3 million [100%] favorable to budget)
- SMCTA Measure A (ACR TDM) – Equity Program, \$0.2 million (\$0.01 million [9.4%] favorable to budget)
- Interest Income \$0.5 million, (\$0.3 million [162.8%] favorable to budget)

Operating Expenses: As of November 2024, the total Operating Expenses are \$5.1 million, \$4.2 million (45.2%) favorable to budget. Major Expenses are in the following categories:

- Toll Operations and Maintenance (BAIFA), \$1.7 million (\$1.2 million [41.1%] favorable to budget)
- FasTrak Customer Service (BATA), \$1.4 million (\$0.2 million [10.5%] favorable to budget)
- Equity Program Administration and Costs, \$0.4 million (\$0.2 million [29.9%] favorable to budget)
- Consultant, \$0.5 million (\$0.2 million [29.9%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of November 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 show noticeable variances due to the timing of expenses.

ATTACHMENT

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



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FISCAL YEAR
As of November 30, 2024

| | YEAR-TO-DATE JULY - NOVEMBER | | | | ANNUAL |
|--|---------------------------------|----------------------|---------------------|---------------|----------------------|
| | BUDGET | ACTUAL | \$ VARIANCE | % VARIANCE | BUDGET |
| | | | | | |
| OPERATING REVENUES | | | | | |
| Toll Revenues | \$ 11,661,667 | \$ 13,297,889 | \$ 1,636,222 | 14.0% | \$ 27,988,000 |
| Toll Violation, Fees and Penalties | 938,750 | 946,597 | 7,847 | 0.8% | 2,253,000 |
| Allocated Bond Funds - Equity Program | - | 267,983 | 267,983 | 100.0% | - |
| SMCTA Measure A (ACR TDM) - Equity Program | 147,542 | 161,422 | 13,880 | 9.4% | 354,100 |
| Miscellaneous Revenue (Interest Income) | 184,542 | 485,001 | 300,459 | 162.8% | 442,900 |
| TOTAL REVENUES | \$ 12,932,500 | \$ 15,158,892 | \$ 2,226,392 | 17.2% | \$ 31,038,000 |
| OPERATING EXPENSES | | | | | |
| Staff Support & Admin Overhead | \$ 498,899 | \$ 164,011 | \$ 334,888 | 67.1% | \$ 1,197,358 |
| Seminar/Training & Business Travel | 16,875 | 21,518 | (4,643) | (27.5%) | 40,500 |
| Audit & Bank Fees | 9,152 | 2,776 | 6,376 | 69.7% | 21,965 |
| Promotional Advertising | 20,833 | - | 20,833 | 100.0% | 50,000 |
| Utilities | 25,000 | 40,508 | (15,508) | (62.0%) | 60,000 |
| Software Maintenance & License | 15,833 | 10,203 | 5,630 | 35.6% | 38,000 |
| Legal Services | 25,000 | 2,246 | 22,754 | 91.0% | 60,000 |
| Insurance | 278,958 | 248,955 | 30,003 | 10.8% | 669,500 |
| SMCEL-JPA Bond Related Debt Fees | 279,167 | 127,793 | 151,374 | 54.2% | 670,000 |
| Miscellaneous | 22,625 | 2,452 | 20,173 | 89.2% | 54,300 |
| Consultant | 685,417 | 480,292 | 205,125 | 29.9% | 1,645,000 |
| Express Lane Maintenance | 352,917 | - | 352,917 | 100.0% | 847,000 |
| Toll Operations and Maintenance (BAIFA) | 2,895,833 | 1,706,797 | 1,189,036 | 41.1% | 6,950,000 |
| FasTrak Customer Service (BATA) | 1,519,792 | 1,359,548 | 160,244 | 10.5% | 3,647,500 |
| Express Lanes Enhanced Enforcement (CHP) | 256,667 | 239,358 | 17,309 | 6.7% | 616,000 |
| Equity Program Administration and Costs | 612,933 | 429,405 | 183,528 | 29.9% | 1,471,039 |
| Interest Expense on Operating Advances | 133,578 | 77,954 | 55,624 | 41.6% | 320,587 |
| Credit Enhancement Fee | 166,667 | 166,665 | 2 | 0.0% | 400,000 |
| SMCEL-JPA Bond Interest | 1,458,333 | - | 1,458,333 | 100.0% | 3,500,000 |
| TOTAL EXPENSES | \$ 9,274,479 | \$ 5,080,481 | \$ 4,194,000 | 45.2% | \$ 22,258,749 |
| SURPLUS/(DEFICIT) | \$ 3,658,021 | \$ 10,078,411 | \$ 6,420,390 | 175.5% | \$ 8,779,251 |

Additional Information:

Operating loan and interest payable to the City/County Association of Governments of San Mateo County \$ 2,695,633
 Operating loan and interest payable to the San Mateo County Transportation Authority \$ 3,172,378

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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 December 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 December 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 December 31, 2024, total Operating Revenues are \$18.1 million, \$2.6 million (16.6%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$15.7 million (\$1.7 million [12.4%] favorable to budget)
- Allocated Bond Funds – Equity Program, \$0.3 million (\$0.3 million [100%] favorable to budget)
- SMCTA Measure A (ACR TDM) – Equity Program, \$0.4 million (\$0.2 million [117.5%] favorable to budget)
- Investment Income \$0.6 million, (\$0.4 million [166.1%] favorable to budget)

Operating Expenses: As of December 31, 2024, total Operating Expenses are \$7.6 million, \$3.6 million (32.1%) favorable to budget. Major Expenses are in the following categories:

- Toll Operations and Maintenance (BAIFA), \$2.3 million (\$1.1 million [32.8%] favorable variance to budget)
- FasTrak Customer Service (BATA), \$1.7 million (\$0.1 million [7.3%] favorable variance to budget)
- Equity Program Administration and Costs, \$0.7 million (\$0.1 million [11.2%] favorable to budget)
- Consultant, \$0.6 million (\$0.2 million [28.0%] favorable to budget)

BACKGROUND

Budget Amendment: There are no budget amendments for the month of December 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 show noticeable variances due to the timing of expenses.

ATTACHMENT:

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



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

| | YEAR-TO-DATE JULY - DECEMBER | | | | ANNUAL |
|---|---------------------------------|----------------------|---------------------|---------------|----------------------|
| | BUDGET | ACTUAL | \$ VARIANCE | % VARIANCE | BUDGET |
| | | | | | |
| OPERATING REVENUES | | | | | |
| Toll Revenues | \$ 13,994,000 | \$ 15,726,253 | \$ 1,732,253 | 12.4% | \$ 27,988,000 |
| Toll Violation, Fees and Penalties | 1,126,500 | 1,121,513 | (4,987) | (0.4%) | 2,253,000 |
| Allocated Bond Funds - Equity Program | - | 267,983 | 267,983 | 100.0% | - |
| SMCTA Measure A (ACR TDM) - Equity Program | 177,050 | 385,022 | 207,972 | 117.5% | 354,100 |
| Miscellaneous Revenue (Investment Income) | 221,450 | 589,230 | 367,780 | 166.1% | 442,900 |
| TOTAL REVENUES | \$ 15,519,000 | \$ 18,090,001 | \$ 2,571,001 | 16.6% | \$ 31,038,000 |
| OPERATING EXPENSES | | | | | |
| Staff Support & Admin Overhead | \$ 598,679 | \$ 213,432 | \$ 385,247 | 64.3% | \$ 1,197,358 |
| Seminar/Training & Business Travel | 20,250 | 23,052 | (2,802) | (13.8%) | 40,500 |
| Audit & Bank Fees | 10,983 | 3,976 | 7,007 | 63.8% | 21,965 |
| Promotional Advertising | 25,000 | 2,329 | 22,671 | 90.7% | 50,000 |
| Utilities | 30,000 | 51,321 | (21,321) | (71.1%) | 60,000 |
| Software Maintenance & License | 19,000 | 12,243 | 6,757 | 35.6% | 38,000 |
| Legal Services | 30,000 | 3,521 | 26,479 | 88.3% | 60,000 |
| Insurance | 334,750 | 298,746 | 36,004 | 10.8% | 669,500 |
| SMCEL-JPA Bond Related Debt Fees | 335,000 | 151,948 | 183,052 | 54.6% | 670,000 |
| Miscellaneous | 27,150 | 5,844 | 21,306 | 78.5% | 54,300 |
| Consultant | 822,500 | 591,996 | 230,504 | 28.0% | 1,645,000 |
| Express Lane Maintenance | 423,500 | - | 423,500 | 100.0% | 847,000 |
| Toll Operations and Maintenance (BAIFA) | 3,475,000 | 2,335,391 | 1,139,609 | 32.8% | 6,950,000 |
| FasTrak Customer Service (BATA) | 1,823,750 | 1,690,788 | 132,962 | 7.3% | 3,647,500 |
| Express Lanes Enhanced Enforcement (CHP) | 308,000 | 239,358 | 68,642 | 22.3% | 616,000 |
| Equity Program Administration and Costs | 735,519 | 653,005 | 82,514 | 11.2% | 1,471,039 |
| Interest Expense on Operating Advances | 160,293 | 40,423 | 119,870 | 74.8% | 320,587 |
| Credit Enhancement Fee | 200,000 | 199,998 | 2 | 0.0% | 400,000 |
| SMCEL-JPA Bond Interest | 1,750,000 | 1,041,025 | 708,975 | 40.5% | 3,500,000 |
| TOTAL EXPENSES | \$ 11,129,375 | \$ 7,558,396 | \$ 3,570,979 | 32.1% | \$ 22,258,749 |
| SURPLUS/(DEFICIT) | \$ 4,389,625 | \$ 10,531,605 | \$ 6,141,980 | 139.9% | \$ 8,779,251 |
| Additional Information: | | | | | |
| Operating loan and interest payable to the City/County Association of Governments of San Mateo County | | | | \$ 2,678,374 | |
| Operating loan and interest payable to the San Mateo County Transportation Authority | | | | \$ 3,152,105 | |

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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 January 31, 2025.
(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 January 31, 2025.

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 January 31, 2025, total Operating Revenues are \$19.7 million, \$1.6 million (8.9%) favorable to budget. Total Revenues are comprised of the following:

- Toll Revenues, \$16.4 million (\$0.1 million [0.5%] favorable to budget)
 - The favorable variance is due to the overall increase and stabilization of usage of express lanes; however, seasonality still exists.
- Allocated Bond Funds – Equity Program, \$0.2 million (\$0.2 million [100%] favorable to budget)
 - Favorable variance reflects the use of prior-year bond funds as a source for the equity program. However, this source is now exhausted.
- SMCTA Measure A (ACR TDM) – Equity Program, \$0.4 million (\$0.2 million [93.6%] favorable to budget)
 - Favorable variance due to one-time use of Measure A funds to support the equity program of \$0.4 million, after which the equity program will rely on toll revenues.
- Investment Income \$1.5 million, (\$1.3 million [497.5%] favorable to budget)
 - The favorable variance is driven by higher interest earnings and \$0.8M from a realized bond call.

This is offset by:

- Toll Violation Fees and Penalties, \$1.1 million (\$0.2 million [14.7%] unfavorable to budget)
 - These are accrued revenues; however, collections remain low. The agency is moving toward a cash basis approach to improve accuracy of revenue recognition.

Operating Expenses: As of January 31, 2025, total Operating Expenses are \$8.4 million, \$4.6 million (35.5%) favorable to budget. Major Expenses are in the following categories:

- Toll Operations and Maintenance (BAIFA), \$2.5 million (\$1.6 million [39.2%] favorable variance to budget)
 - Favorable variance due to lower program management costs with other timing-related savings expected to resolve by year-end.
- FasTrak Customer Service (BATA), \$2.0 million (\$0.2 million [7.9%] favorable variance to budget)
 - Favorability is largely timing related and anticipated to resolve by year-end.

- Equity Program Administration and Costs, \$0.7 million (\$0.2 million [19.1%] favorable to budget)
 - This is due to delay in start-up expenses and increase in the new equity program features.
- Consultant, \$0.7 million (\$0.2 million [23.6%] favorable to budget)
 - Favorable variance due to timing of expense expected to resolve by year-end.

BACKGROUND

Budget Amendment: There are no budget amendments for the month of January 2025.

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 show noticeable variances due to the timing of expenses.

ATTACHMENT:

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



SAN MATEO COUNTY EXPRESS LANE JOINT POWERS AUTHORITY
STATEMENT OF REVENUES AND EXPENSES
FISCAL YEAR
As of January 31, 2025

| | YEAR-TO-DATE JULY - JANUARY | | | | ANNUAL |
|--|--------------------------------|----------------------|---------------------|---------------|----------------------|
| | BUDGET | ACTUAL | \$ VARIANCE | % VARIANCE | BUDGET |
| | | | | | |
| OPERATING REVENUES | | | | | |
| Toll Revenues | \$ 16,326,333 | \$ 16,405,374 | \$ 79,041 | 0.5% | \$ 27,988,000 |
| Toll Violation, Fees and Penalties | 1,314,250 | 1,121,463 | (192,787) | (14.7%) | 2,253,000 |
| Allocated Bond Funds - Equity Program | - | 245,164 | 245,164 | 100.0% | - |
| SMCTA Measure A (ACR TDM) - Equity Program | 206,558 | 400,000 | 193,442 | 93.6% | 354,100 |
| Miscellaneous Revenue (Investment Income) | 258,358 | 1,543,804 | 1,285,446 | 497.5% | 442,900 |
| TOTAL REVENUES | \$ 18,105,500 | \$ 19,715,805 | \$ 1,610,305 | 8.9% | \$ 31,038,000 |
| OPERATING EXPENSES | | | | | |
| Staff Support & Admin Overhead | \$ 698,459 | \$ 291,168 | \$ 407,291 | 58.3% | \$ 1,197,358 |
| Seminar/Training & Business Travel | 23,625 | 4,796 | 18,829 | 79.7% | 40,500 |
| Audit & Bank Fees | 12,813 | 4,988 | 7,825 | 61.1% | 21,965 |
| Promotional Advertising | 29,167 | 2,329 | 26,838 | 92.0% | 50,000 |
| Utilities | 35,000 | 60,827 | (25,827) | (73.8%) | 60,000 |
| Software Maintenance & License | 22,167 | 14,284 | 7,883 | 35.6% | 38,000 |
| Legal Services | 35,000 | 6,142 | 28,858 | 82.5% | 60,000 |
| Insurance | 390,542 | 348,537 | 42,005 | 10.8% | 669,500 |
| SMCEL-JPA Bond Related Debt Fees | 390,833 | 242,714 | 148,119 | 37.9% | 670,000 |
| Miscellaneous | 31,675 | 24,427 | 7,248 | 22.9% | 54,300 |
| Consultant | 959,583 | 732,960 | 226,623 | 23.6% | 1,645,000 |
| Express Lane Maintenance | 494,083 | - | 494,083 | 100.0% | 847,000 |
| Toll Operations and Maintenance (BAIFA) | 4,054,167 | 2,463,276 | 1,590,891 | 39.2% | 6,950,000 |
| FasTrak Customer Service (BATA) | 2,127,708 | 1,959,174 | 168,534 | 7.9% | 3,647,500 |
| Express Lanes Enhanced Enforcement (CHP) | 359,333 | 160,299 | 199,034 | 55.4% | 616,000 |
| Equity Program Administration and Costs | 858,106 | 694,005 | 164,101 | 19.1% | 1,471,039 |
| Interest Expense on Operating Advances | 187,009 | 96,078 | 90,931 | 48.6% | 320,587 |
| Credit Enhancement Fee | 233,333 | 233,331 | 2 | 0.0% | 400,000 |
| SMCEL-JPA Bond Interest | 2,041,667 | 1,041,025 | 1,000,642 | 49.0% | 3,500,000 |
| TOTAL EXPENSES | \$ 12,984,270 | \$ 8,380,360 | \$ 4,603,910 | 35.5% | \$ 22,258,749 |
| SURPLUS/(DEFICIT) | \$ 5,121,230 | \$ 11,335,445 | \$ 6,214,215 | 121.3% | \$ 8,779,251 |

Additional Information:

| | |
|---|--------------|
| Operating loan and interest payable to the City/County Association of Governments of San Mateo County | \$ 2,703,959 |
| Operating loan and interest payable to the San Mateo County Transportation Authority | \$ 3,182,176 |

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Policy/Program Manager (PPM)

Subject: Review and Approval of Resolution SMCEL 25-01 authorizing an amendment with Samaritan House for the continuation of San Mateo 101 Express Lanes Community Transportation Benefits (CTB) Program administrative services through September 30, 2025, and increase the contract budget by up to \$162,000.

(For further information, please contact Lacy Vong, Policy/Program Manager, LVong@hntb.com)

RECOMMENDATION

That the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board review and approve Resolution SMCEL 25-01 authorizing an amendment with Samaritan House for the continuation of San Mateo 101 Express Lanes Community Transportation Benefits (CTB) Program administrative services through September 30, 2025, and increase the contract budget up to \$162,000.

FISCAL IMPACT

The total fiscal impact is \$162,000, covering administration services for the current program through the remainder of Fiscal Year (FY) 2025, and the first quarter of FY 2026. Funding for the amendment is available under the adopted budget and will be requested in future year's operating budgets.

Funding for Samaritan House's administrative services for the next generation of the equity program will be addressed separately through a new Agreement, reflecting an updated Scope of Work and payment structure. Staff will review this with the Board as part of the FY2026 budgeting process in May 2025.

SOURCE OF FUNDS

Funding for the CTB Program consists of a one-time allocation of \$1,000,000 from San Mateo County Transportation Authority (TA) bond/loan proceeds, a one-time allocation of \$400,000 from the TA's Measure A Alternative Congestion Relief and Transportation Demand Management (ACR/TDM) grant, and an annual allocation of at least \$600,000 from San Mateo 101 Express Lanes toll revenue. Any unspent Program funds will roll over into the next Fiscal Year.

BACKGROUND

The SMCEL-JPA contracts with Samaritan House to administer the Community Transportation Benefits Program, compensating them with a 12% fee based on the value of distributed benefits and covering the cost of a third-party personnel to address staff capacity challenges. The capacity constraints were

previously identified by the Core Service Agencies as a barrier to participant enrollment.

To better address community needs ahead of the Next Gen CTB Program rollout in 2025, the SMCEL-JPA Board approved doubling the Program benefit amount to \$200 per participant, effective July 31, 2024. As a result, in the four-month period from August to November 2024, when comparing to the same four-month period during the previous year, the program experienced:

- A 190% increase in the number of benefits distributed (2,248), and
- A 400% jump in the total value of benefits issued (\$388,000).

Given the continued strong demand, as evidenced by distribution data and feedback from Samaritan House, PPM anticipates sustained high levels of Program participation. This funding agreement amendment will ensure the continuation of administrative services, allowing the program to operate effectively until the Next Gen Program is implemented.

The PPM recommends continuing the partnership with Samaritan House and the Core Service Agencies for the Next Gen Program. A new Agreement will be presented to the Board, reflecting Samaritan House's updated role in Program administration and applicant eligibility verification through the new online enrollment platform and preloaded mobility debit card system.

ATTACHMENTS

1. Resolution SMCEL 25-01
2. Draft Contract Amendment with Samaritan House for San Mateo 101 Express Lanes Community Transportation Benefits Program Administration

RESOLUTION SMCEL 25-01

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY (SMCEL-JPA) AMENDING THE CONTRACT BETWEEN SAMARITAN HOUSE AND THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY FOR THE ADMINISTRATION OF SMCEL-JPA COMMUNITY TRANSPORTATION BENEFITS PROGRAM FOR A NEW PERIOD ENDING SEPTEMBER 30, 2025, AND INCREASING CONTRACT BUDGET UP TO \$162,000

RESOLVED, by the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) that,

WHEREAS, on May 14, 2021, the SMCEL-JPA Board approved an Equity Program (Community Transportation Benefits Program) for the San Mateo County Express Lanes, hereinafter called the “Program,” and directed the Policy/Program Manager (PPM) and staff to finalize the implementation of the Program; and

WHEREAS, on October 8, 2021, the PPM recommended partnering with Samaritan House for the administration of the initial phase of the Program; and

WHEREAS, the SMCEL-JPA and Samaritan House first entered an Agreement on December 10, 2021, for a one year term with a budget not to exceed \$108,000. A contract amendment was executed on March 2, 2023, extending the agreement for one additional year and increasing the budget to \$158,000, representing an increase of \$50,000. A second contract amendment was executed on May 30, 2024, further extending the agreement through June 30, 2025, at no additional cost; and

WHEREAS, the SMCEL-JPA desires to retain Samaritan House to continue administering the Program through September 30, 2025, with an additional \$162,000; and

NOW THEREFORE BE IT RESOLVED, by the SMCEL-JPA Board of Directors that the Chair is authorized to execute a third Amendment with Samaritan House for an additional amount up to \$162,000, extending the term through September 30, 2025. Be it further authorized that the Executive Council is able to make revisions prior to execution, subject to approval by the SMCEL-JPA Legal Counsel.

PASSED, APPROVED, AND ADOPTED, THIS 7TH DAY MARCH 2025.

Rico E. Medina, Chair

Amendment C

The parties agree to amend the Agreement by the following additions.

1. The section in Attachment A called "Term" is amended to read as follows:

Term: The Term of this Agreement shall be from the date of contract amendment execution through September 30, 2025. The Agreement may be extended upon written agreement of the parties.

2. The section in Attachment A called "Budget" is amended to read as follows:

Budget: The total budget for this Agreement is not to exceed \$320,000 for Services within the Scope of Work, which represents an increase of \$162,000 from the existing Agreement and subsequent executed amendments. This includes Samaritan House's administrative fee of 12 percent of the total Program cost exclusive of Other Direct Costs, such as fees paid to a third-party to support the distribution of benefits. Other Direct Costs shall not exceed \$106,300 of the total contracted amount. Total Program cost is calculated as the total amount of equity benefits distributed in San Mateo County as part of the Program. Samaritan House will generate monthly invoices, and all expenses invoiced must be supported by detailed receipts or similar documentation.

Samaritan House (Contractor)

By: _____
Laura Bent

Date

San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA)

By: _____
Rico E. Medina (Chair)

Date

Attest by:

By: _____
Mima Crume – Clerk of the Board

Date

Approved as to form:

By: _____
Tim Fox

Date

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Executive Council

Subject: Review and approve Resolution SMCEL 25-02 authorizing the negotiation and execution of a service contract amendment with the California Highway Patrol (CHP) to increase the budget by \$880,325, for a new total not-to-exceed amount of \$2,013,234, until June 30, 2027.

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

RECOMMENDATION

That the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) Board review and approve Resolution SMCEL 25-02 authorizing the negotiations and execution of a service contract amendment with the California Highway Patrol (CHP) to increase the budget by \$880,325, for a new total not-to-exceed amount of \$2,013,234, until June 30, 2027.

FISCAL IMPACT

The total fiscal impact is \$880,325, covering Fiscal Years (FY) 2026 and 2027. Funding for FY 2026 will be included in the FY 2026 Proposed Budget, being presented to the Board of Directors in May 2025 as part of the FY 2026 budgeting process. Funding for FY 2027 will be requested as part of the annual budget update.

SOURCE OF FUNDS

For FY 2026, an amount of \$422,000 is proposed to cover these services. Funding for FY 2027 in the amount of \$458,325 will be requested as part of the annual budget process.

BACKGROUND

On June 11, 2021, the SMCEL-JPA Board approved Resolution 21-10, which adopted SMCEL Ordinance 2021-01 for the Administration of Tolls and Enforcement of Toll Violations for the 101 Express Lanes in San Mateo County. Administrative procedures and penalties enacted pursuant to Article 4 were adopted to ensure that motorists who evade the payment of Tolls while traveling on San Mateo County 101 Express Lanes shall be subject to civil penalties, while ensuring fairness in the treatment of violators.

California Streets and Highways Code Section 149.7 requires the SMCEL-JPA to enter a contract with CHP to address all law enforcement matters related to the toll facility. The contract also authorizes reimbursement to CHP for the enforcement activities, including those carried out under SMCEL Ordinance 2021-01. Other express lane operators in the State have similar service contracts.

At its October 8, 2021 meeting, the SMCEL-JPA Board approved Resolution SMCEL 21-18 authorizing the Chair to execute the initial contract with CHP for the period of one year beginning with the initiation of tolling in the amount of \$200,000. That amount was based on the enforcement levels consistent with other regional

express lane operators. The level of enforcement is dependent on the availability of CHP resources, which are occasionally diverted to other emergencies like natural disasters. To date, the level of enforcement has varied but is generally lower than anticipated. As of the end of this contract on December 31, 2022, \$126,909 remained of the \$200,000. Those funds were rolled over into the new service contract.

At its September 8, 2023 meeting, the SMCEL-JPA Board approved Resolution SMCEL 23-15, authorizing the SMCEL-JPA Board Chair to execute a new service agreement with CHP. The agreement covers the period from January 1, 2023 through June 20, 2025, with a maximum amount of \$480,000. Additionally, the remaining funds from the initial contract, totaling \$126,909, are included, resulting in a total amount of \$606,909.

At the May 17, 2024 meeting, the SMCEL-JPA Board approved Resolution SMCEL 24-01, authorizing an amendment to the contract and bringing the total authorized expenditure to an amount not to exceed \$1,132,909 through the end of FY 2025. This represented an increase of \$526,000.

To ensure there is continued and sufficient levels of enforcement services on the US 101 San Mateo Express Lanes, staff recommends amending the contract with CHP to provide service during peak periods for an additional two years, allowing for annual hourly rate increases. This results in an amendment with a total not to exceed amount of \$2,013,234 through the end of FY 2027.

Staff has negotiated the proposed contract terms between SMCEL-JPA and CHP, and recommends that the Chair of the SMCEL-JPA be authorized to execute the service contract.

ATTACHMENT

1. Resolution SMCEL 25-02

RESOLUTION SMCEL 25-02

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY (SMCEL-JPA) AUTHORIZING THE NEGOTIATION AND EXECUTION OF A SERVICE CONTRACT AMENDMENT WITH THE CALIFORNIA HIGHWAY PATROL (CHP) TO INCREASE THE BUDGET BY \$880,325, FOR A NEW TOTAL NOT TO EXCEED AMOUNT OF \$2,013,234, UNTIL JUNE 30, 2027

RESOLVED, by the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) that,

WHEREAS the SMCEL-JPA was granted approval by the California Transportation Commission (CTC) pursuant to California Streets and Highways Code section 149.7 to build, own, administer and operate high-occupancy toll lanes or other toll facilities, including the administration and operation of a value pricing program and exclusive or preferential lane facilities for public transit, on US 101 between Interstate 380 and the Santa Clara/San Mateo County line; and

WHEREAS, on June 11, 2021, the SMCEL-JPA adopted a Resolution SMCEL 21-10 for the Toll Ordinance for the Administration of Tolls and Enforcement of Toll Violations for the San Mateo County US 101 Express Lanes, and

WHEREAS, pursuant to California Streets and Highways Code section 149.7, SMCEL-JPA shall enter into a contract with CHP that addresses all law enforcement matters related to the toll facility and authorizes reimbursement of that state agency for the enforcement activities, including those under SMCEL Ordinance 2021-01, and

WHEREAS, in order to procure enforcement services for the San Mateo County US 101 Express Lanes, the SMCEL-JPA and CHP must enter a contract including, but not limited to, the scope of services, the duration of the contract and the applicable hourly rates; and

WHEREAS, on October 8, 2021, the SMCEL-JPA Board adopted Resolution SMCEL 21-18 authorizing the Chair of the SMCEL-JPA Board of Directors to execute the initial contract with CHP for the period of one year beginning with the initiation of tolling in the amount of \$200,000 and a contract with CHP was executed on November 10, 2021 by the Chair of the SMCEL-JPA Board; and

WHEREAS, on October 8, 2021, the SMCEL-JPA Board adopted Resolution SMCEL 23-15 authorizing the SMCEL-JPA Board Chair to execute a second contract with CHP for the period of commencing January 31, 2023 through June 30, 2025 in the amount not to exceed \$606,909; and

WHEREAS, on May 17, 2024, the SMCEL-JPA adopted Resolution SMCEL 24-01 authorizing the SMCEL-JPA Board Chair to execute an amendment to the contract with CHP for the agreed upon express lanes enforcement services through Fiscal Year 2025 for a new amount not to exceed \$1,132,909. This represents an increase of \$526,000, covering Fiscal Years 2024 and 2025.

WHEREAS it is the desire of the SMCEL-JPA to amend the contract with CHP for the agreed upon express lanes enforcement services through Fiscal Year 2027 for a new amount not to exceed \$2,013,234. This represents an increase of \$880,325, covering Fiscal Years 2026 and 2027.

NOW, THEREFORE, BE IT RESOLVED by the SMCEL-JPA Board of Directors that the Chair is authorized to execute the contract amendment for enforcement services with CHP to increase the budget by \$880,325, for a new total amount not to exceed \$2,013,234. Be it further authorized that the Executive Council negotiates final terms prior to execution, subject to Legal Counsel approval.

PASSED, APPROVED, AND ADOPTED, THIS 7TH DAY MARCH 2025.

Rico Medina, Chair

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Executive Council

Subject: Review and Approval of Resolution SMCEL 25-03 authorizing an amendment to the Agreement with WSP USA Inc. to conduct an organizational assessment, increasing the contract by \$40,000 and extending services through June 30, 2025.

(For further information, contact Sean Charpentier at scharpentier@smcgov.org)

RECOMMENDATION

That the SMCEL-JPA Board of Directors review and approve Resolution SMCEL 25-03 authorizing the Chair to execute an amendment to the Agreement with WSP USA Inc. to conduct an organizational assessment, increasing the total contract amount by \$40,000 and extending services through June 30, 2025.

FISCAL IMPACT

The amendment will increase the total contract value by \$40,000, bringing the total contract amount to \$406,495. Funding for this amendment is available within the adopted Fiscal Year 2024-2025 Budget.

SOURCE OF FUNDS

The adopted Fiscal Year 2024/2025 Budget includes funding for the organizational assessment.

BACKGROUND

In November 2023, the SMCEL-JPA Board approved an agreement with WSP USA Inc. to conduct an organizational assessment to evaluate staffing structures, the split of responsibilities and operational efficiencies. The original contract, not to exceed \$366,495, was set to cover services through February 2025, with substantial work expected to conclude in late 2024.

Due to additional scope requirements and an extended project timeline, this amendment seeks to increase the contract budget by \$40,000 and extend WSP's services through June 30, 2025. These activities were not originally anticipated but are crucial to ensuring a well-informed decision-making process for the Board.

- Cost Model Finalization: Additional work on cost reconciliation and financial modeling, including engagement with the TA and C/CAG's finance teams.
- Enhanced Board Member Engagement: Coordination and facilitation of additional meetings to provide Board members with a deeper understanding of the project, gather input and support

informed decision making.

- Expanded Decision Support Materials: Development of organizational charts, staffing analyses, and presentation materials to aid in the hiring agency selection process.

Staff recommends that the Board approves the contract amendment to increasing the contract budget and extending the contract term.

ATTACHMENTS:

1. Resolution SMCEL 25-03
2. Draft Amendment No.1 with WSP USA Inc. for JPA Organizational Assessment

RESOLUTION SMCEL 25-03

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY (SMCEL-JPA) AUTHORIZING AN AMENDMENT TO THE AGREEMENT WITH WSP USA INC., INCREASING THE CONTRACT BY \$40,000 AND EXTENDING SERVICE THROUGH JUNE 30, 2025.

RESOLVED, by the Board of Directors of San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) that,

WHEREAS, the Joint Exercise of Powers Agreement for the San Mateo County Express Lanes was approved by the City/County Association of Governments (“C/CAG”) Board and the San Mateo County Transportation Authority (“SMCTA”) Board at their board meetings on April 11, 2019 and May 2, 2019, respectively; and

WHEREAS, the First Amended and Restated Joint Exercise of Powers Agreement for the San Mateo County Express Lanes (“JPA Agreement”) was approved by the C/CAG Board and the SMCTA Board at their respective board meetings on June 13, 2019 and July 11, 2019; and

WHEREAS, the JPA Agreement created the SMCEL-JPA to: apply to the California Transportation Commission in order to own, administer, and manage the operations of the San Mateo County Express Lanes (“Project”); to share in the ownership, administration, and management of any potential future express lanes within San Mateo County; to set forth the terms and conditions governing the management, operation, financing, and expenditure of revenues generated by express lanes in San Mateo County; and to exercise the powers as provided by law (including but not limited to California Streets and Highways Code Section 149.7, as it now exists and may hereafter be amended); and

WHEREAS, the SMCEL-JPA previously approved an agreement with WSP USA Inc. on November 17, 2023, to conduct an organizational assessment, with a contract amount not to exceed \$366,495; and

WHEREAS, a contract amendment is necessary to accommodate additional scope of work, including financial modeling, Board engagement, and development of decision-support materials; and

WHEREAS, the proposed amendment will increase the contract amount by \$40,000, for a new total not to exceed \$406,495, and extend the contract term through June 30, 2025; and

WHEREAS, funding for this amendment is included in the Fiscal Year 2024-2025 Budget;

NOW THEREFORE BE IT RESOLVED, by the Board of Directors of the SMCEL-JPA that the Chair is authorized to execute an amendment to the Agreement with WSP USA Inc., increasing the total contract amount to \$406,495 and extending the term through June 30, 2025. Be it further resolved that the Executive Council is authorized to negotiate the final agreement prior to execution by the Chair, subject to approval by SMCEL-JPA Legal Counsel.

PASSED, APPROVED, AND ADOPTED, THIS 7TH DAY OF MARCH, 2025.

Rico E. Medina, Chair

**AMENDMENT NO. 1 TO THE AGREEMENT
BETWEEN
SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY
AND WSP USA INC.
FOR PREPARATION OF AN ORGANIZATIONAL ASSESSMENT
OF THE SAN MATEO COUNTY EXPRESS LANE JOINTS POWERS AUTHORITY**

This contract amendment No. 1 is made and entered into as of the 28th day of February 2025, by and between the San Mateo County Express Lanes Joint Powers Authority hereinafter called "SMCEL-JPA" and WSP USA Inc., hereinafter called "Consultant".

WHEREAS, the SMCEL-JPA and Consultant entered into an Agreement dated December 20, 2023 ("Agreement") to provide organizational assessment services, assessing the current organizational and operational practices of the SMCEL-JPA to determine the ideal organizational and staffing structure to efficiently and effectively implement the vision, mission, and goals of the Express Lanes Program; and

WHEREAS, the Agreement is set to terminate on February 28, 2025, and both parties desire to extend the termination date through June 30, 2025; and

WHEREAS, the parties wish to increase the total contract amount by \$40,000, bringing the total not-to-exceed amount to four hundred and six thousand and four hundred and ninety five dollars (\$406,495); and

WHEREAS, the parties desire to incorporate an updated hourly rate table for Consultant's services under the Agreement.

WHEREAS, the parties desire to amend the Agreement as set forth herein.

NOW, THEREFORE, the SMCEL-JPA and Consultant agree to amend the Agreement as follows:

1. The aggregate total amount of payment, as provided in Article 2. Payments, is increased by \$40,000, for a revised total contract amount not to exceed four hundred and six thousand ninety-four dollars and thirty-seven cents (\$406,494.37).
2. The term of the Agreement, as provided in Article 7. Contract Term/Termination therein, shall be extended through June 30, 2025.
3. Attachment B, Project Budget and Schedule, is hereby replaced in its entirety with a Revised Attachment B, which is incorporated into this Amendment.
4. Attachment C, Key Personnel Assignment, is hereby replaced in its entirety with a Revised Attachment C, which is incorporated into this Amendment.

5. Except as expressly amended herein, all other provisions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have affixed their hands on the day and year first above written.

WSP USA Inc. (Consultant)

By: _____
Eryca Dinsdale, PE, PMP – Senior Vice President Date

San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA)

By: _____
Rico E. Medina – SMCEL-JPA Chair Date

Approved as to form:

By: _____
Timothy Fox – SMCEL-JPA Legal Counsel Date

Attachment B

REVISED PROJECT BUDGET AND SCHEUDLE

| TASK/ DELIVERABLE | TOTAL HOURS | SUBTOTAL DIRECT LABOR | DIRECT EXPENSES (See itemized description at the bottom of this form) | TOTAL COST |
|--|---------------|-----------------------|--|-------------------|
| Task 1 - Project Management & Approach | | | | |
| 1.1 - Draft Project Plan Memorandum | 21.00 | \$ 4,113.03 | \$ - | \$ 4,113.03 |
| 1.2 - Kick-off Meeting Agenda, Materials, and Minutes | 13.00 | \$ 3,473.05 | \$ - | \$ 3,473.05 |
| 1.3 - Final Project Plan Memorandum | 13.00 | \$ 1,904.78 | \$ - | \$ 1,904.78 |
| 1.4 - Ongoing Project Team meetings | 196.00 | \$ 33,843.79 | \$ - | \$ 33,843.79 |
| Task Subtotal | 243.00 | 43,334.65 | - | 43,334.65 |
| Task 2 - Define Organizational Goals | | | | |
| 2.1 - Summary and Notes from Board engagement | 36.00 | \$ 7,140.32 | \$ - | \$ 7,140.32 |
| 2.2 - Summary of the Working Session with SMCEL-JPA staff | 52.00 | \$ 10,865.74 | \$ - | \$ 10,865.74 |
| 2.3 - Meeting summary with the subcommittee and Board (up to four meetings) | 67.00 | \$ 15,103.73 | \$ - | \$ 15,103.73 |
| 2.4 - Draft Organizational Goals | 92.00 | \$ 23,701.93 | \$ - | \$ 23,701.93 |
| 2.5 - Final Organizational Goals | 50.00 | \$ 13,522.50 | \$ 2,449.90 | \$ 15,972.40 |
| Task Subtotal | 297.00 | 70,334.22 | 2,449.90 | 72,784.12 |
| Task 3 - Existing Condition Review & Gaps/Needs Assessment | | | | |
| 3.1 - Meeting Summary from program staff engagement | 20.00 | \$ 3,451.20 | \$ - | \$ 3,451.20 |
| 3.2 - Findings of Organizational Models | 30.00 | \$ 5,915.90 | \$ - | \$ 5,915.90 |
| 3.3 - Draft Gap/Needs Assessment | 50.00 | \$ 10,599.50 | \$ - | \$ 10,599.50 |
| 3.4 - Final Gap/Needs Assessment | 70.00 | \$ 16,197.70 | \$ - | \$ 16,197.70 |
| Task Subtotal | 170.00 | 36,164.30 | - | 36,164.30 |
| Task 4 - Preliminary Findings Report | | | | |
| 4.1 - Draft Preliminary Findings Report | 85.00 | \$ 16,685.65 | \$ - | \$ 16,685.65 |
| 4.2 - Final Preliminary Findings Report | 55.00 | \$ 9,082.00 | \$ - | \$ 9,082.00 |
| 4.3 - Meetings with JPA subcommittee and Board (up to four meetings) | 30.00 | \$ 6,230.70 | \$ 2,449.90 | \$ 8,680.60 |
| Task Subtotal | 170.00 | 31,998.35 | 2,449.90 | 34,448.25 |
| Task 5 - Alternative Analysis | | | | |
| 5.1 - Draft Alternatives Analysis | 85.00 | \$ 20,090.40 | \$ - | \$ 20,090.40 |
| 5.2 - Final Alternatives Analysis | 45.00 | \$ 7,243.65 | \$ - | \$ 7,243.65 |
| 5.3 - Summary Notes from the Working Session documenting input and key decisions | 50.00 | \$ 12,468.65 | \$ - | \$ 12,468.65 |
| 5.4 - Meetings with JPA subcommittee and Board (up to four meetings) | 75.00 | \$ 21,012.60 | \$ 2,449.90 | \$ 23,462.50 |
| Task Subtotal | 255.00 | 60,815.30 | 2,449.90 | 63,265.20 |
| Task 6 - Organizational Assessment Report | | | | |
| 6.1 - Summary Notes from the Working Session documenting input and key decisions | 105.00 | \$ 19,959.45 | \$ - | \$ 19,959.45 |
| 6.2 - Draft Organizational Assessment Report | 180.00 | \$ 32,226.75 | \$ - | \$ 32,226.75 |
| 6.3 - Final Organizational Assessment Report | 145.00 | \$ 26,398.65 | \$ - | \$ 26,398.65 |
| 6.4 - Meetings with JPA subcommittee and Board (up to four meetings) | 110.00 | \$ 35,463.10 | \$ 2,449.90 | \$ 37,913.00 |
| Task Subtotal | 540.00 | 114,047.95 | 2,449.90 | 116,497.85 |
| TOTAL PROJECT COST (without Optional Tasks) | | | | \$ 366,494.37 |
| Subtotal of Optional Tasks | | | | \$ 40,000.00 |
| TOTAL PROJECT COST (with Optional Tasks) | | | | \$ 406,494.37 |

| | | | | |
|--|--------|-------------|------------|--------------------|
| OPTIONAL TASKS | | | | |
| Task 7 - As-needed Tasks (Optional) | | | | |
| 7.1- Additional Analysis and Support | 151.00 | \$39,000.00 | \$1,000.00 | |
| Task Subtotal | 151.00 | \$39,000.00 | \$1,000.00 | \$40,000.00 |

| | | |
|---|---------------------|--------------------|
| ITEMIZATION OF DIRECT EXPENSES | | |
| 7.1 – Attendance at the March 7, 2025, Board Meeting | Airfare | \$400 |
| | Hotel | \$200 |
| | Ground Transit | \$150 |
| | Mileage | \$84 |
| | Parking | \$24 |
| | Meals & Incidentals | \$142 |
| | | \$ 1,000.00 |

Project Schedule

| SMCEL-JPA Organizational Assessment Schedule Proposed by WSP | 2023 | | | | | | | | | | | | 2024 | | | | | | | | | | | | 2025 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-------|---|---|-----|---|---|-----|---|---|-----|---|---|------|---|---|-------|---|---|-----|---|---|-----|---|---|------|---|---|-----|---|---|-----|---|---|------|---|---|-----|---|---|-----|---|---|-----|---|---|-----|---|---|-------------------|---|---|-------|---|---|-----|---|---|-----|---|---|------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Oct | | | Nov | | | Dec | | | Jan | | | Feb | | | March | | | Apr | | | May | | | June | | | Jul | | | Aug | | | Sept | | | Oct | | | Nov | | | Dec | | | Jan | | | Feb | | | March | | | Apr | | | May | | | June | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Milestones | ✓ NTP | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ✓ Preferred Model | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 1 - Project - Project Management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project plan Memorandum | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project team coordination | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 2 - Organizational Goals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Peer Agency Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Board Interviews | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Organizational Goals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 3 - Existing Conditions and Gap Assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Review Documents and Materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Staff Interviews | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Gap/Needs Assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identify and Characterize Organizational Models | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 4 - Preliminary Findings Report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Alignment on Table of Contents/Outline | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Analyze Models | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Draft report sections | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Draft preliminary findings report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Final preliminary findings report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 5 - Alternative Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop models | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Analyse models | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Socialize model and select recommendation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Alternative Analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 6 - Organizational Assessment Report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop additional details | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Organizational Assessment Report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SMCEL-JPA Review | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Task 7 - Additional Analysis and Support | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Additional financial analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Additional meeting support | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

LEGEND

☞ Full board presentation

- ✓ Project Milestone

- ◆ Project team meetings

■ **Deliverable**

SMCEL-JPA document review

Revised Attachment C
KEY PERSONNEL ASSIGNMENT

Hourly billing rates and staff for CONSULTANT and SUBCONSULTANT(S) are included below.

| Name | Title | 2025 Rate |
|-----------------|------------------------|------------------|
| Alicia Leite | Organizational Analyst | \$237.33 |
| Becca McGovern | Graphics Designer | \$172.49 |
| Dylan Sellars | Associate Consultant | \$107.46 |
| Eryca Dinsdale | Project Manager | \$386.24 |
| Luis Guerrero | Project Accountant | \$141.63 |
| Rebecca Chapman | Copy Editor | \$138.72 |
| Simon Mosbah | Finance Advisor | \$370.82 |
| Sophie Cohen | Finance Analyst | \$243.87 |

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Policy/Program Manager (PPM)

Subject: Receive a quarterly update on the operations of the US 101 Express Lanes.

(For further information please contact Lacy Vong, Policy/Program Manager, LVong@hntb.com)

RECOMMENDATION

Receive a quarterly update on the US 101 Express Lanes operations from Interstate 380 to the San Mateo /Santa Clara County line (SM 101 Express Lanes) for the second quarter (Q2) of Fiscal Year 2025 (FY25). No Board action is required.

FISCAL IMPACT

There is no fiscal impact related to this informational item.

SOURCE OF FUNDS

N/A

BACKGROUND

US 101 Express Lanes Operations

On March 3rd, 2023, the northern segment of the US 101 Express Lanes (between Interstate-380 and Whipple Avenue) opened, establishing the complete 22-mile San Mateo 101 Express Lanes corridor. There is now a seamless express lanes network along US 101 from Interstate 380 to the San Mateo and Santa Clara County line.

The following are the operational highlights for the 2nd quarter of fiscal year 2025 (October 1 – December 31, 2024).

Trips and Revenue

- About 3.72 million express lane trips were taken on the US-101 Express Lanes in San Mateo County over 63 tolling days, which is a decrease of 1% quarter over quarter and an increase of 8.4% from the prior fiscal year's 2nd quarter.
- An average of 59,033 daily express lane trips were taken in Q2, which is roughly a 0.5% increase

quarter over quarter and 6.7% increase compared to the prior fiscal year's 2nd quarter.

- The following table breaks down the distribution of different trip types taken on the express lanes:

| Trip Type | Percent of Total Q2 Trips |
|--|----------------------------------|
| Single-occupancy vehicle (SOV) trips utilizing a valid transponder | 16.9% |
| Trips receiving a discounted toll (either HOV2 or CAV) | 7.7% |
| Toll-free trips (HOV3+) | 43.7% |
| Trips captured by license plate (image-based tolls) | 24.5% |
| Violation Trips | 7.3% |

- Distribution of trip types in the express lanes remained consistent quarter over quarter.
 - Toll-free trips (HOV3+) have been steadily increasing, quarter over quarter, while SOV trips have been steadily decreasing, leading to an overall decline in tolled trips.
- Distribution of trip types in the express lanes has experienced changes from the prior fiscal year's Q2.
 - Toll-free trips (HOV3+) had increased by 4.8% from the same quarter of the prior fiscal year, while SOV and HOV2 under tolled trips have been steadily decreasing.
 - This trend highlights the need to review the accuracy of occupancy declaration and work on enforcement strategies.
- The SMCEL-JPA is expected to collect \$7.8 million in toll related revenue for Q2.
- The SMCEL-JPA has begun to make debt-related payments, including interest on the \$100 million bond loan and other fees, totaling approximately \$1.4 million in FY25.

Speeds

- For the northbound direction, vehicles traveling in the express lanes during the peak hours were on average 10 mph faster than vehicles in the general-purpose lane. Southbound express lane speeds were on average 11 mph faster than the general-purpose lanes during peak hours.
- During peak hours, the speed differential between the express lane and general-purpose lane in both directions decreased by 1 mph compared to Q2 of the previous fiscal year. In addition, slightly extended periods of reduced speeds were observed during PM peak hours on the northbound approach to SR 92 and the southbound segment between Broadway and 3rd Ave. Express Lane speeds continued to stay above the federal speed requirement of 45 mph most of the tolling day.

Tolls

- Northbound and southbound have two distinct peak periods during the AM and PM commutes. Average tolls by direction in Q2 were:

| Direction | AM peak (6am-9am) | PM peak (3pm-6pm) |
|------------------|--------------------------|--------------------------|
| Southbound | \$6.21 | \$5.64 |
| Northbound | \$3.51 | \$5.75 |

- Quarterly Comparison
 - The average tolls for southbound traffic increased by 15.9% in the AM peak compared to the prior quarter and there was an 8.6% decrease during the PM peak. The average tolls for northbound traffic decreased by 3.3% and increased by 9.3% during the AM peak and PM peak, respectively.
- Prior Fiscal Year's Q1 Comparison
 - The average tolls for southbound traffic increased by 36.8% in the AM peak compared to the prior year's 2nd quarter and there was a 32.1% increase during the PM peak. The average tolls for

northbound traffic increased by 7.7% and 27.2% during the AM peak and PM peak, respectively. This rise in average tolls is mainly attributed to increased traffic volume.

- Average tolls by direction in Q2 across the entire tolling hours were:

| Direction | Overall Average Assessed Toll |
|------------|-------------------------------|
| Southbound | \$4.38 |
| Northbound | \$3.72 |

- The average assessed toll across all tolling hours in Q2 in the southbound direction for the quarter was \$4.38, which represents a 6% decrease quarter over quarter and a 34.2% increase compared to prior fiscal year's Q2, while in the northbound direction, it was \$3.72, representing a 1.9% increase quarter over quarter and a 18.2% increase compared to prior fiscal year's Q2.
- Close to 58% of the tolled trips were less than \$3, and 9% of drivers paid a toll of \$12 or greater during Q2.

Enforcement

- CHP made 541 enforcement contacts in Q2, 47% which resulted in HOV occupancy citations.
- Enforcement costs were approximately \$128,303, resulting in an average cost per enforcement contact of approximately \$237.16.

Lane Users

- An estimated 615,000 unique vehicles made trips in the SM 101 Express Lanes.
 - 62% (380,848) of the vehicles did so with a FasTrak® toll tag in the vehicle.
 - 38% (234,680) of the vehicles traveled without a FasTrak® toll tag and were captured by license plates.
 - This figure differs slightly from the previously cited 24.5% Image Based Toll (IBT) and 7.3% Violation Trip figures. The IBT and Violation trips measure total trips while this statistic measures total unique vehicles.

Community Transportation Benefits Program

- The FY25 Q2 data for the Community Transportation Benefits Program was not received by the program administrator, Samaritan House, in time for this reporting period. Staff anticipate receiving the updated data in time to provide a full report on the Program performance next quarter.

ATTACHMENT

1. US 101 Express Lanes Performance: 2nd Quarter FY 2025



San Mateo 101 Express Lanes Performance 2nd Quarter FY2025 (October – December 2024)

Rules of the Road

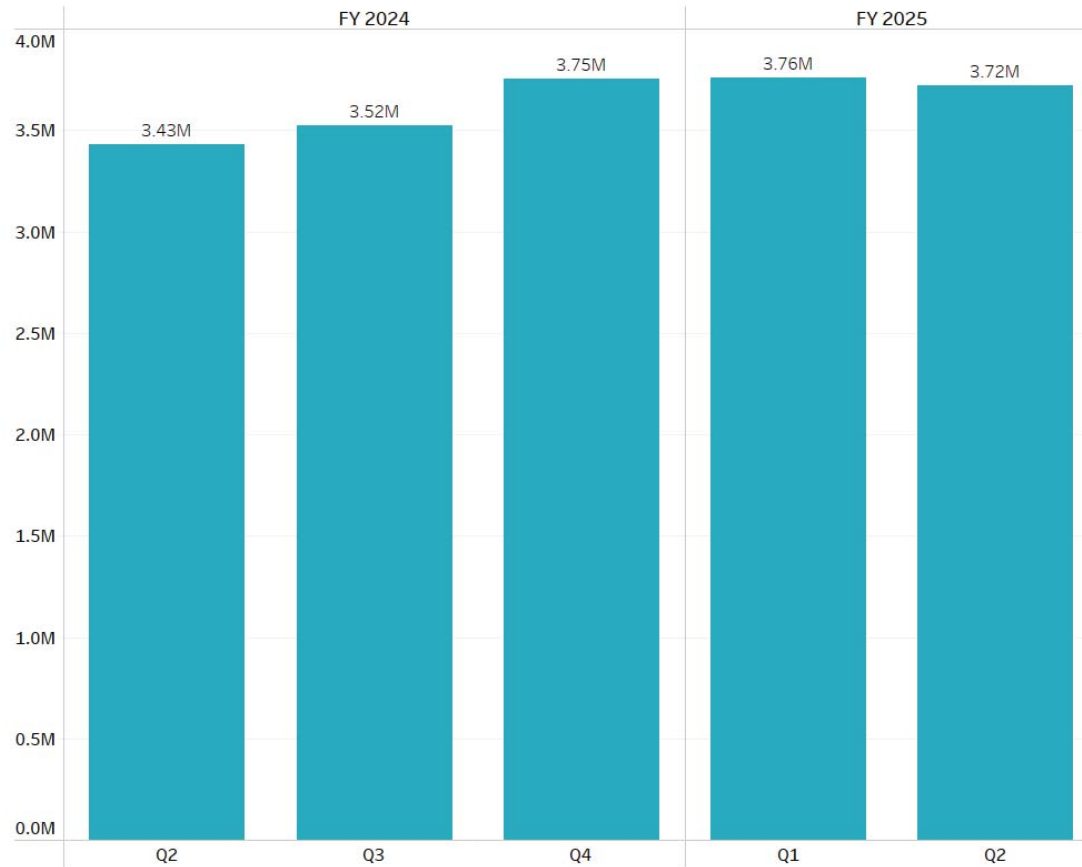
- Hours: 5 a.m. to 8 p.m. Monday – Friday
- FasTrak® required
- Carpools (HOV 3+), buses, and motorcycles travel toll-free with FasTrak® Flex toll tags
- Carpools (HOV 2) pay half-price tolls with FasTrak® Flex toll tags
- Solo drivers in eligible clean-air vehicles pay half-price toll with FasTrak® CAV toll tags



Key Performance Highlights

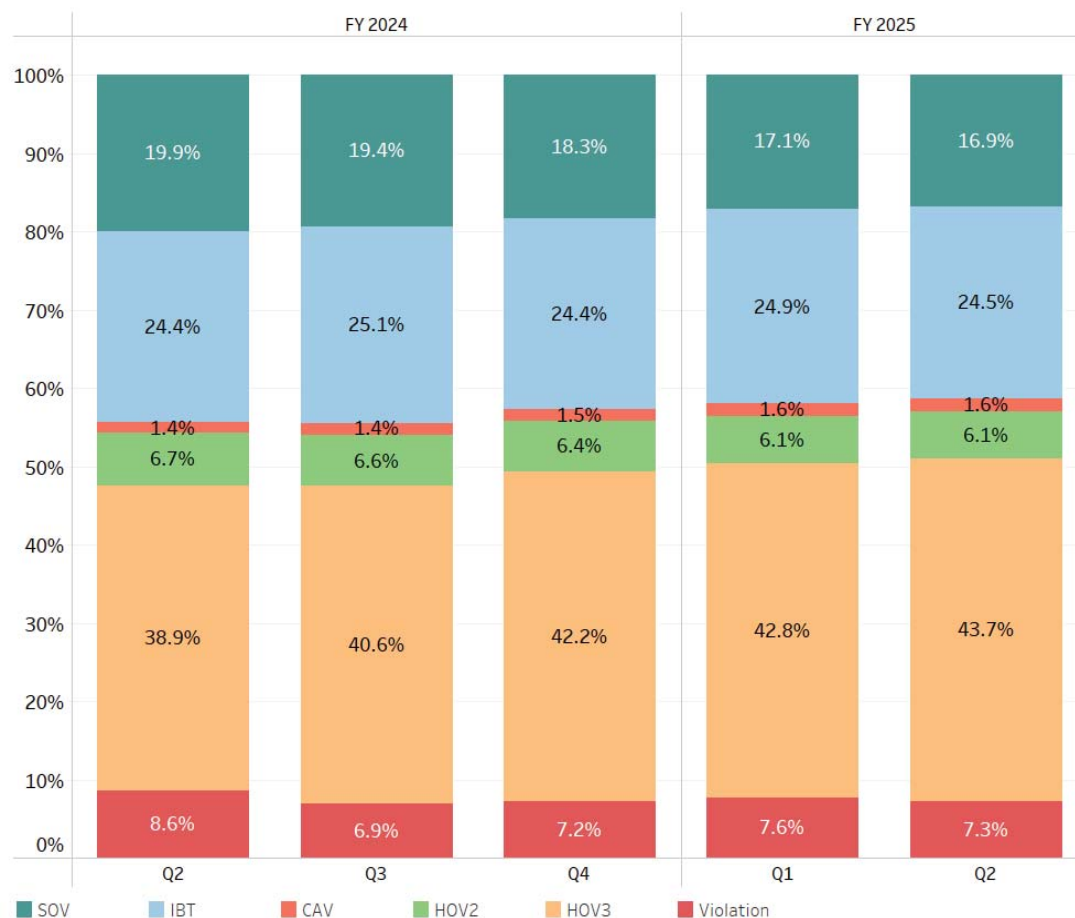
- **Change in Average Assessed Tolls:** FY25 Q2 saw a decrease in average assessed tolls southbound and an increase in northbound direction compared to the prior quarter.
 - **Southbound** – Driven by a slight decrease in traffic particularly during the PM peak period.
 - **Northbound** – Average assessed toll was similar to the prior quarter, with a marginal increase.
- **Steady Express Lane Performance:** Average daily trips for the express lanes were about the same as the prior quarter and up about 6.7% from the same quarter of the prior fiscal year.

Express Lane Trips



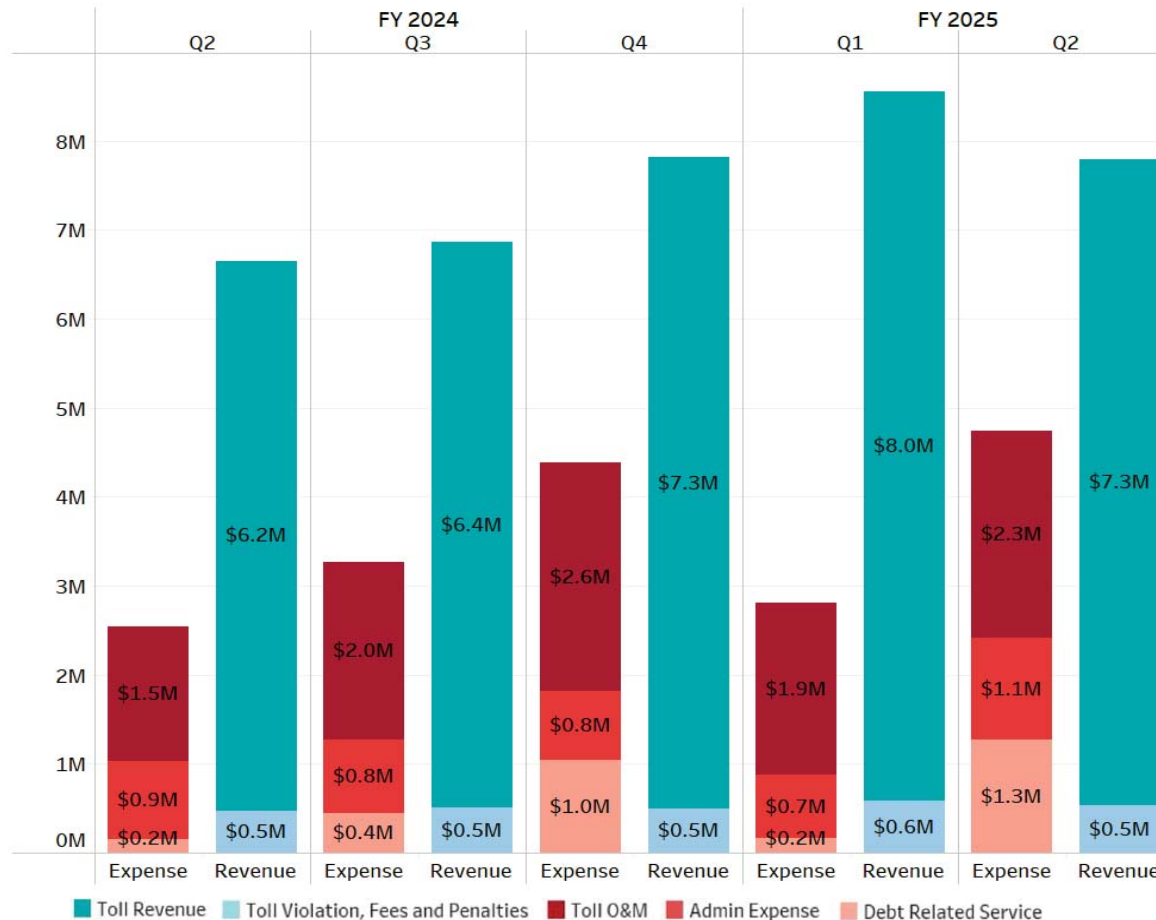
- FY25 Q2 consisted of 63 tolling days.
- In FY25 Q2, an average of 59,033 express lane trips have been made daily, which is a 0.5% increase over FY25 Q1.
- 3,719,060 trips were made in the quarter.
- In FY25 Q2, there was a 6.7% increase in average daily trips compared to the prior fiscal year's Q2. This is approximately 3,700 more daily trips.

Express Lane Trip Types



- Toll-free trips: 43.7%
 - HOV 3+ and Non-Revenue
- Tolloed trips: 49.1%
 - 41.4% full toll (SOV + IBT)
 - 6.1% discounted toll (HOV 2)
 - 1.6% discounted toll (CAV)
- Violation trips: 7.3%
 - Image-based Toll (IBT) trips with No FasTrak account at the time of the trip
- Tolloed trips have decreased by 3.3% from Q2 of the prior fiscal year.
 - SOV trips had the largest change with a decrease of 3%.

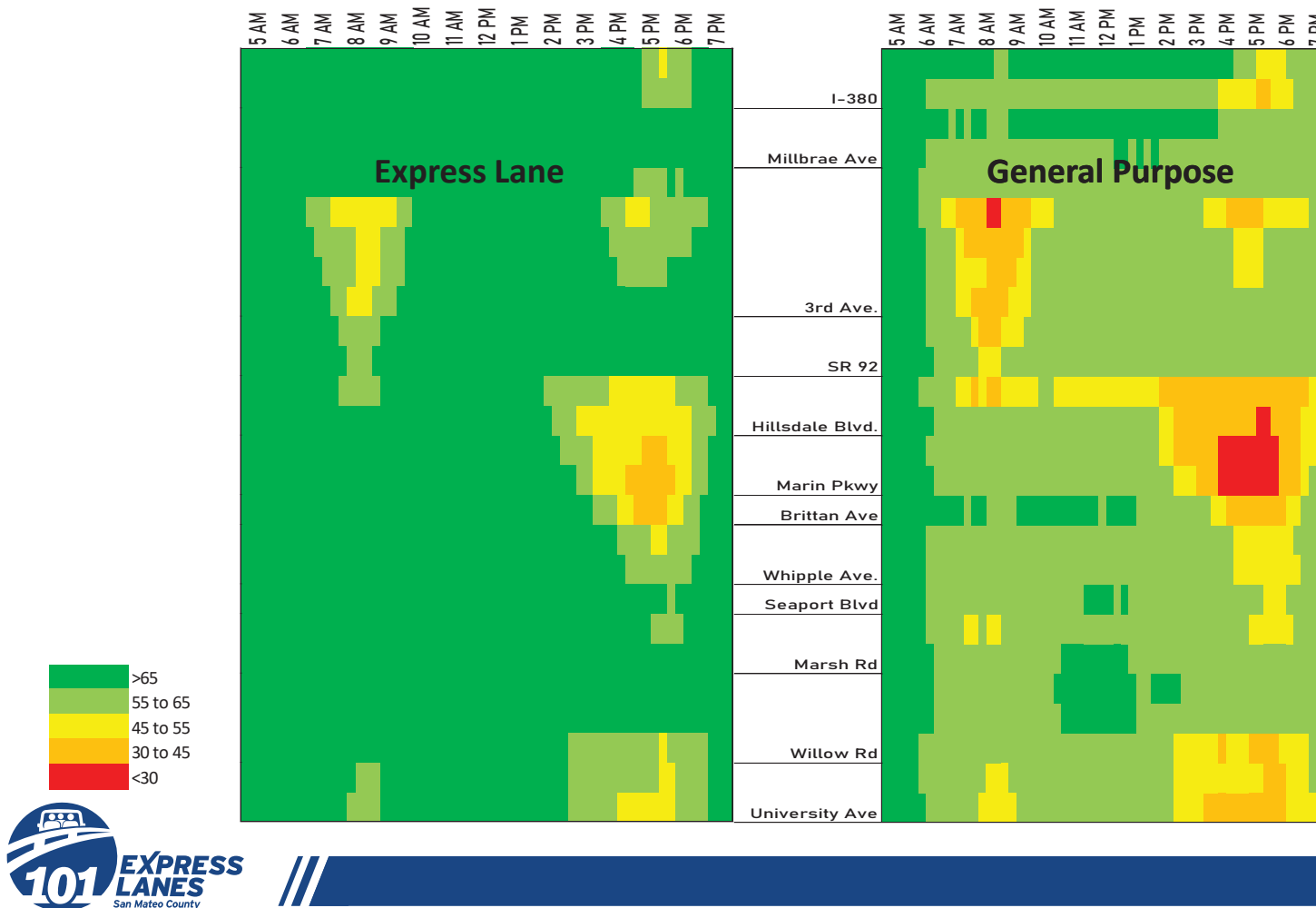
Express Lanes Toll Revenue and Expense



- In Q2, SMCEL-JPA has received \$7.8 million in toll related revenue.
- SMCEL-JPA has expended \$2.3 million in toll operations and maintenance (O&M) costs.
- SMCEL-JPA has disbursed approximately \$1.3M in debt related payments during Q2.

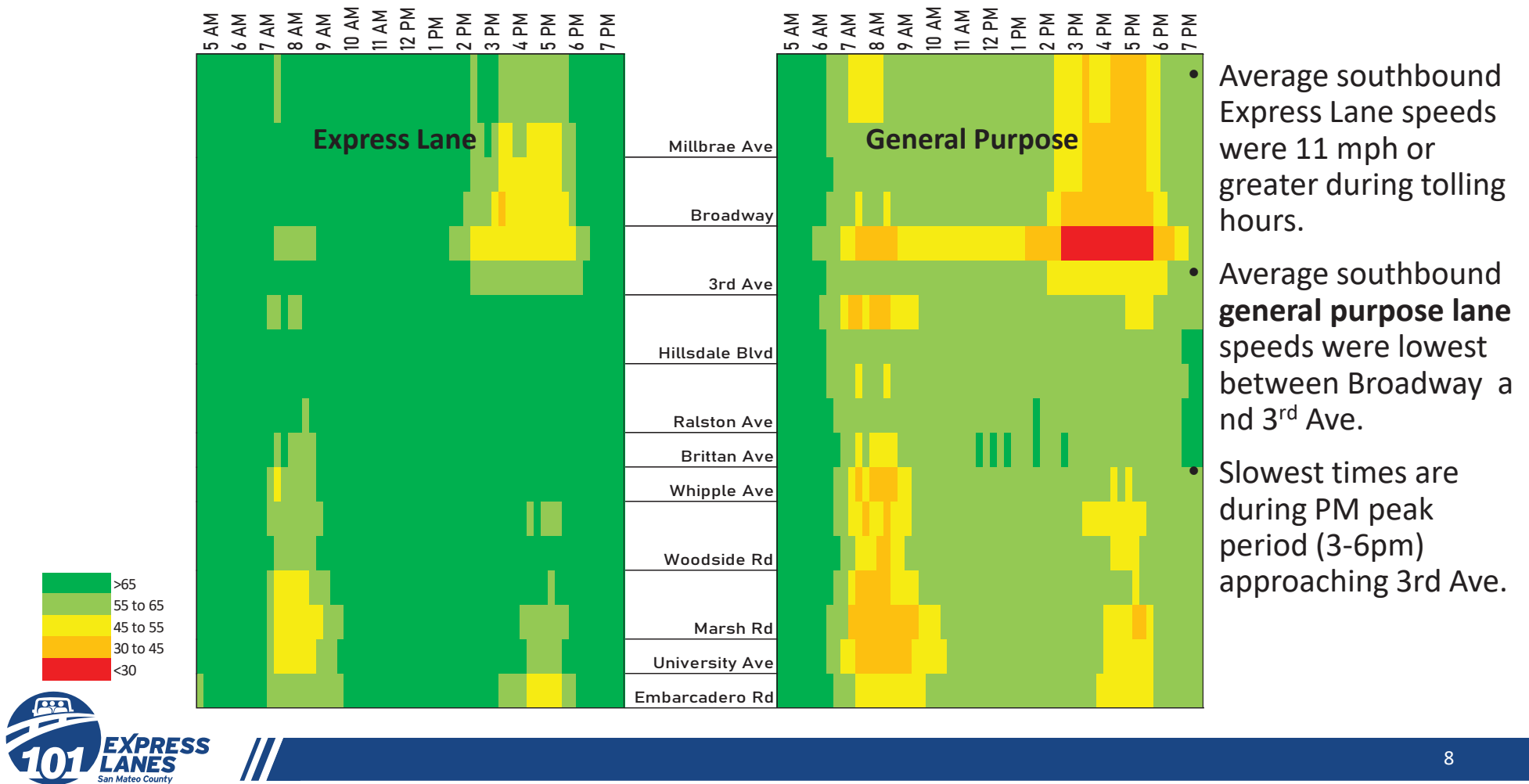
Note: Data in this figure represents the latest information currently available.

Northbound Speeds by Location & Time - FY25 Q2



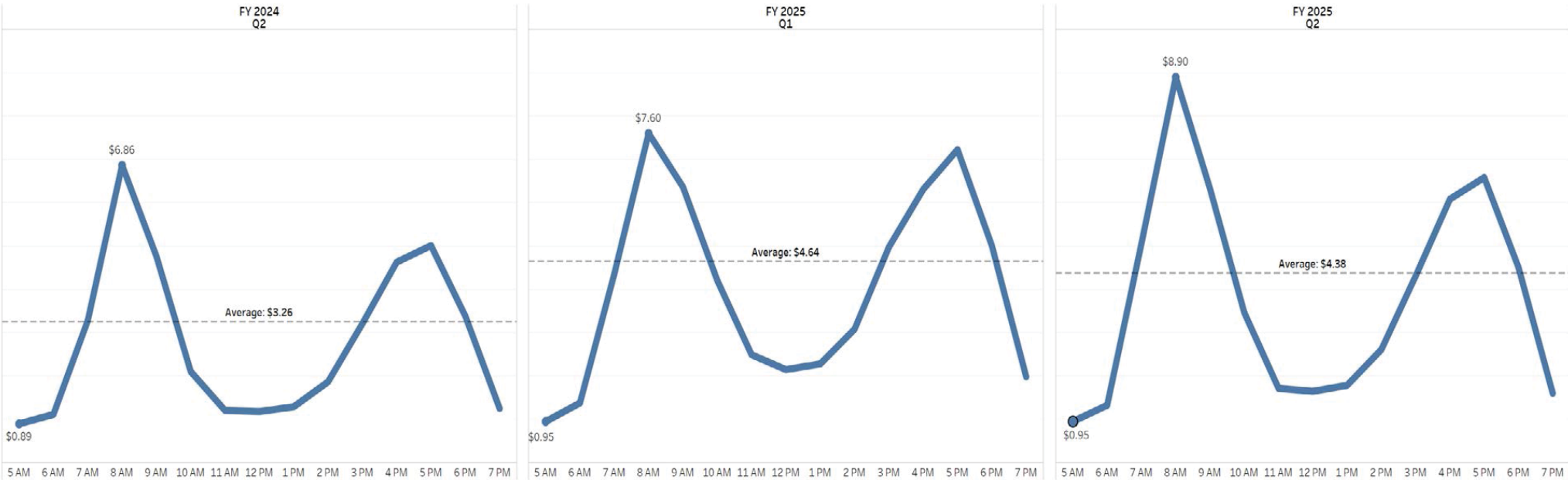
- Average northbound Express Lane speeds were 10 mph or greater during tolling hours.
- Average northbound **general purpose** lane speeds were lowest in the approach to SR 92 in the PM.
- Slowest times are during PM peak period (3-6pm) approaching SR-92.

Southbound Speeds by Location & Time – FY25 Q2



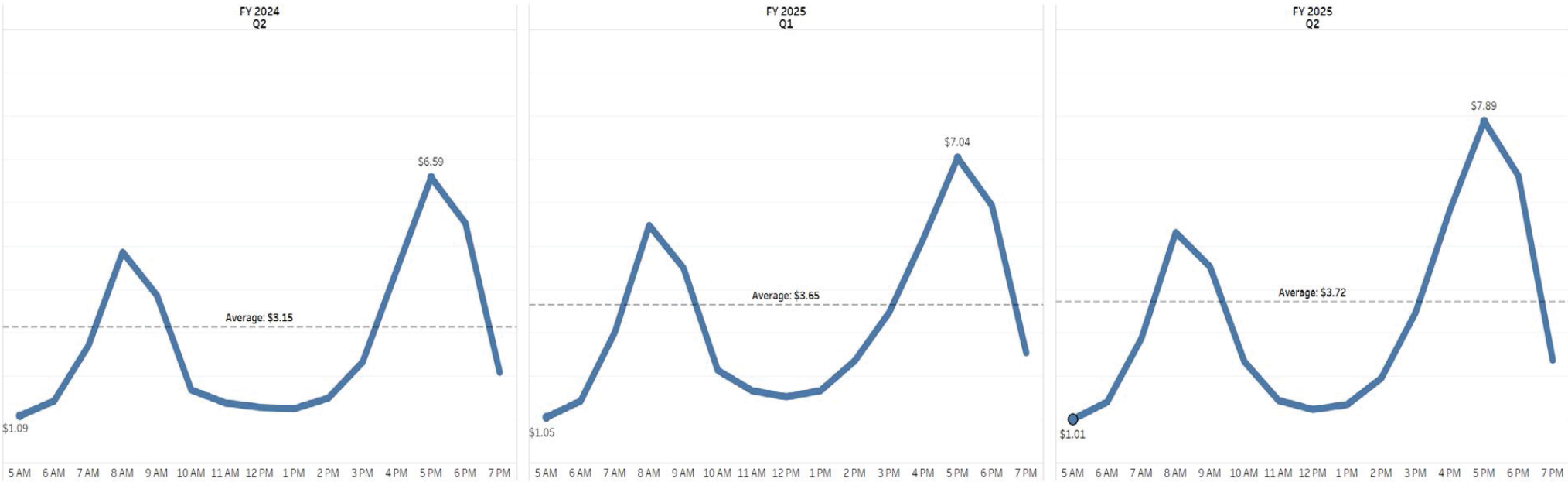
FY25 Southbound Average Assessed Tolls Comparison

The southbound average assessed toll in Q2 was \$4.38.

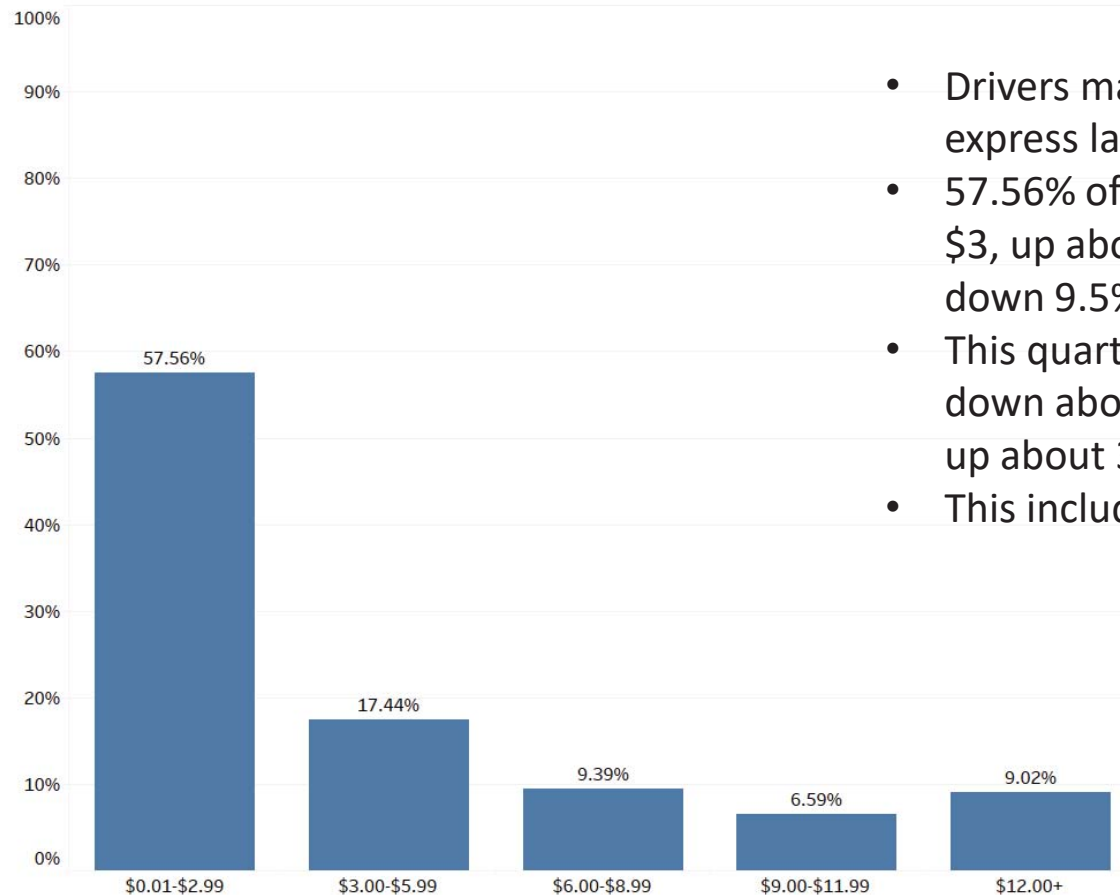


FY25 Northbound Average Assessed Tolls Comparison

The northbound average assessed toll in Q2 was \$3.72.

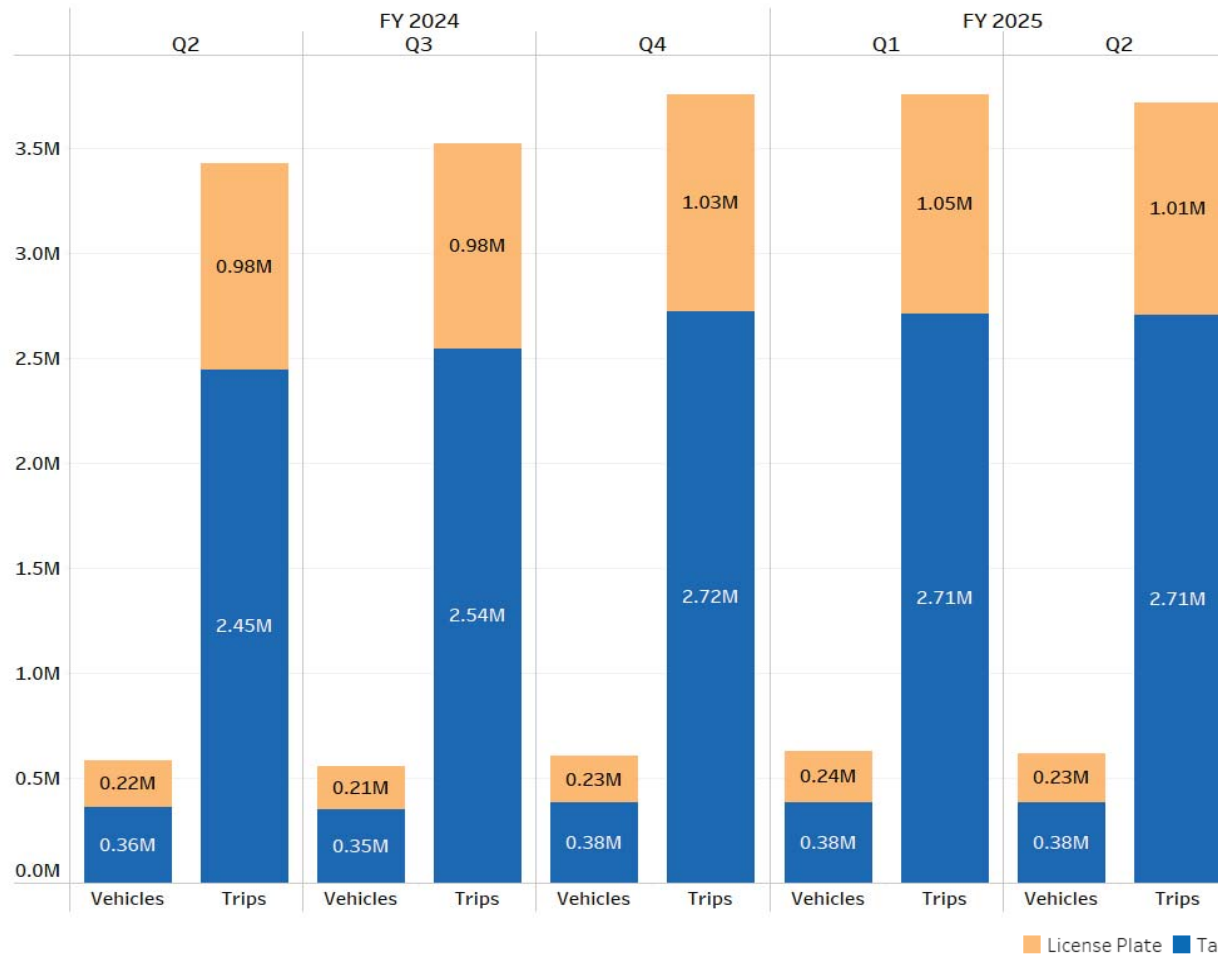


Distribution of Assessed Tolls – FY25 Q2



- Drivers made nearly 1.96 million tolled express lane trips in FY25 Q2.
- 57.56% of these trips incurred a toll less than \$3, up about 2.7% from the prior quarter and down 9.5% from prior fiscal year's Q2.
- This quarter, 9% of trips were \$12 and over, down about 0.4% from the prior quarter, but up about 3.1% prior fiscal year's Q2.
- This includes all tolled trip types and lengths.

How Drivers Use the Lanes



- In FY25 Q2, about 615,000 unique vehicles made about 3.72 million express lane trips.
- 62% of these vehicles utilized FasTrak® toll tags and made 73% of the total trips.
- The other 38% of these vehicles did not carry toll tags and instead were captured as image-based trips for the remaining 27% of the total trips.

CHP Enforcement

- CHP patrolled the express lanes for 892 hours in FY25 Q2.
- CHP made 541 enforcement contacts in FY25 Q2.
- 47% of the contacts resulted in HOV occupancy citations.
- FY25 Q2 enforcement costs were approximately \$128,303, resulting in an average cost per enforcement contact of approximately \$237.16.



For additional information, please visit: <https://101expresslanes.org>



San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Kate Jordan Steiner, Chief Financial Officer

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

(For further information please contact Julijana Taskovic at taskovicj@samtrans.com)

RECOMMENDATION

Receive an update on the US 101 Express Lanes Variable Rate Bond. This is an informational item. No action is required.

FISCAL IMPACT

No fiscal impact.

SOURCE OF FUNDS

The attached PowerPoint presentation provides an update on the status on the outstanding 2020 Variable Rate Demand Bonds issued by the San Mateo County Transportation Authority (TA) to finance the remaining funds needed to construct the express lanes on US 101.

BACKGROUND

In September 2020, the Transportation Authority issued \$50,000,000 2020 Series A Bonds and an additional \$50,000,000 Series B Bonds (together the “Bonds”). The Bonds are variable rate bonds. Series A Bonds are issued with a weekly rate reset and the Series B Bonds are issued with a daily rate reset.

The express lanes in San Mateo County extend 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.

Attachment

1. US 101 Express Lanes Update On Variable Rate Bond



US 101 Express Lanes: Update on Variable Rate Bonds



OVERVIEW

- **Background**
- **Interest Rates**
- **Principal Payments**
- **Outlook**



BACKGROUND

- **In 2020 TA issued \$100M variable rate bonds:**
 - Support JPA's \$581M cost for US 101 Express Lanes (EL)
 - Secured by Measures A & W sales tax
 - Series A \$50M Weekly & Series B \$50M Daily
- **Why variable rate bonds?**
 - Lowest cost
 - Since the issue, daily interest rate 3.7%- 0.01% average 2.24%
 - Estimated Fixed Rate since the issuance = 1.34%
 - Initial rates: 0.07%
 - Prepayment flexibility

INTEREST RATES

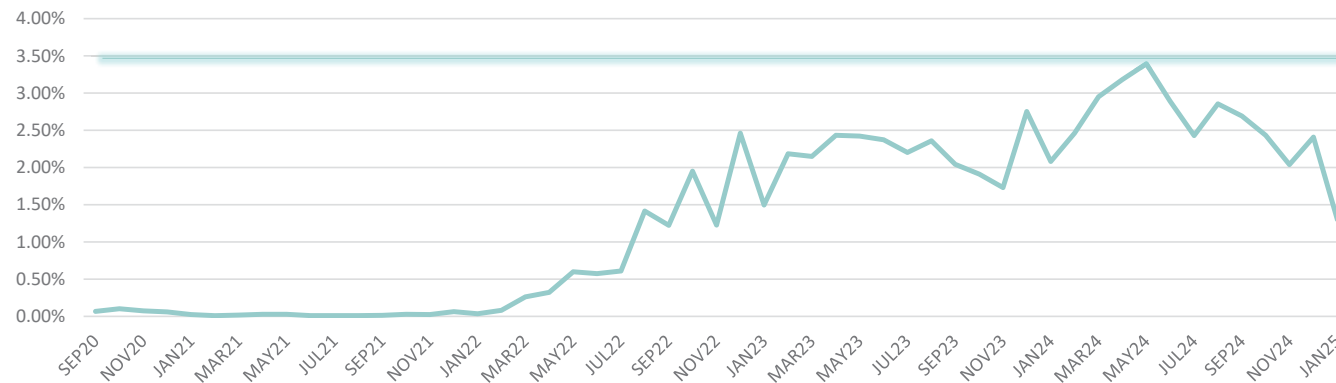
Interest Rate Overview Six Months- Aug 2024 to January 2025

| | |
|---|-------|
| Average Rate A&B combined | 2.24% |
| Highest Rate weekly Series A reset (9/18/24) | 3.39% |
| Highest Rate daily Series B reset (12/20/24) | 4.10% |
| Lowest Rate weekly Series A reset (1/15/25) | 0.95% |
| Lowest Rate Series B daily reset (Jan8&9, 2025) | 0.10% |

Interest Rate Overview Since Issuance

| | |
|--|-------|
| Average Rate A&B combined | 1.34% |
| Highest Rate weekly Series A reset (1/31/2024) | 3.97% |
| Highest Rate daily Series B reset (6/28/24) | 4.45% |
| Lowest Rate weekly reset (7/11/2024) | 0.01% |
| Lowest Rate daily reset (Feb 5&6, 2024) | 0.01% |

Interest
(A&B) Since Issuance



Fixed Rate Issuance in
Sep 2020 = 3.50%

PRINCIPAL PAYMENTS

- December 2024 principal Payment of \$6.29M from project savings
- Payment covers:
 - \$5M Principal payment for 2027 and
 - \$1.29M Principal reduction for 2030.
- Next required principal payment of \$8.71M in 2030.
- Remaining Principal: \$93.71M

OUTLOOK

- Recent Federal Reserve rate cuts have lowered short-term borrowing costs
- Federal Reserve is cautious, interest rates may decline further into 2025
- Rapidly evolving landscape Fed policies can have an impact on rates
- Keeping an eye on proposed legislation or regulatory changes

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Executive Council

Subject: Receive an update on the organizational assessment for Express Lane Program Management and select a hiring agency for the Program Manager position.

(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 receive an update on the organizational assessment for Express Lane Program Management and select a hiring agency for the Program Manager position.

FISCAL IMPACT

The cost of the organizational assessment project is \$386,495, including a \$20,000 contract amendment referenced in Agenda Item 3.7.

SOURCE OF FUNDS

The adopted Fiscal Year 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.
- **December Board Meeting:** The Board voted to select the focused organizational model

(described as “Existing + Agency Program Manager” in the October presentation). 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 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.

With this preferred model selection, the next step is to determine the hiring agency for recruitment of the Agency Program Manager. The Agency Program Manager (APM) would report to the hiring agency on only the administrative elements of their employment, such as requesting leave, timesheet and expense approval, and travel and training requests. For all matters relating to the express lanes program, the APM will be reporting to the Executive Council, including but not limited to, managing contracts and oversight of tolling consultant support and partners, supporting the Community Transportation Benefits program, and monitoring budgets and forecasts. A detailed job description for the APM is included as Attachment 1.

At the March 7th meeting, the Consultant team will present factors for the Board’s consideration in selecting a hiring agency and facilitate a discussion on the topic. Once the hiring agency is determined, the JPA will include the position as part of the upcoming Fiscal Year 2026 (FY26) budget, and then recruit the dedicated APM. Adjustments to existing staff costs will also be proposed in the FY26 budget.

ATTACHMENT:

1. Job Description of Agency Program Manager

The following attachment is available on the Express Lanes website (See “Document” for the relevant Board Meeting) at: <https://101expresslanes.org/about/bod/meetings>.

2. Org. Assessment Presentation



Job title: San Mateo County Express Lanes Program Manager

Takes Direction From: JPA Executive Council

Administratively Reports to: Executive Director of (*Agency TBD*)

The Express Lanes Program Manager (ELPM) oversees and manages the operations of the San Mateo County Express Lanes. The ELPM will help to ensure alignment of the SMCEL-JPA's mission and goals under the direction of the TA and C/CAG Executive Management Staff. The ELPM will coordinate with staff from both agencies as they deliver tasks and carry out functions related to SMCEL-JPA operations and management, and the ELPM will serve as the representative and advocate of the express lanes locally and regionally. The ELPM will be expected to maintain positive working relationships with partner agencies and external parties and will also liaise, communicate, and keep an outstanding relationship with the TA and C/CAG Executive Management Staff.

Essential Duties and Responsibilities:

1. Program Management
 - a. Oversee contractors' operations and management of the San Mateo US 101 express lanes, including but not limited to: toll operations, enforcement activities, toll system/roadway maintenance, and incident response.
 - b. Provide direction and develop a collaborative relationship with the Policy Program Management Contractor team.
 - c. Establish relationships and direct coordination and collaboration with: BAFA/BATA, MTC, CHP, Caltrans and regional express lanes operators.
 - d. Manage contracts related to tolling operations including but not limited to: toll operations, enforcement, and maintenance.
 - e. Assist with the oversight of the community transportation benefits program.
 - f. Review express lanes performance and related reports and provide relevant updates to JPA executive management and recommend any modification and/or refinement to the performance algorithms.
 - g. Identify and recommend to JPA executive management on best practices for toll operations and traffic management to optimize system performance.
 - h. Prepare written reports and present them to JPA executive management and the JPA Board of Directors.
2. Financial and Revenue Oversight
 - a. Monitor budgets to ensure consistency with projections and tolling operations are financially sustainable.
 - b. Coordinate with the Transportation Authority's Finance Division to provide regular revenue forecasts and ensure timely development of monthly revenue and expense reports, annual budgets, and audits.
 - c. Review and approve project related invoices.
3. Technology and Systems Integration
 - a. Stay current with emerging technologies, industry standards, and trends in tolling systems and transportation infrastructure.

4. External Coordination
 - a. Serve as the primary liaison for JPA-related topics at Regional Toll Operators meetings and the California Toll Operations Committee (in close coordination with TA and C/CAG leadership).
 - b. Coordinate with the TA's Government and Community Affairs staff on legislative issues at the State and Federal level.
 - c. Coordinate timely responses to media inquiries in coordination with JPA executive management and the TA's Communications Division.
 - d. Engage and collaborate with community-based organizations related to the Community Transportation Benefits Program.
 - e. Coordinate with the TA's Communications Division to communicate program goals, benefits, and updates through press releases and marketing campaigns.
5. Tolling Programs and Policies
 - a. Monitor local, state, and federal regulations, related to tolling and express lanes operations and recommend updates to relevant policies to JPA executive management to ensure compliance with current standards.
 - b. Work with JPA general council and JPA executive management to draft and enforce tolling policies, agreements, and contracts.
 - c. Support SMCEL-JPA representation at regional and Statewide activities at MTC ESAC and CTOC.
6. JPA Executive Direction
 - a. Complete initiatives and activities under the direction of the TA and C/CAG Executive Management.
7. Supervising Staff as Directed
 - a. Mentor and take appropriate corrective and/or disciplinary action. Ensure compliance with all applicable policies. Coordinate staff training and professional development. Establish performance objectives. Monitor and evaluate employee performance.

Minimum Qualifications:

Sufficient education, training, and experience to demonstrate the knowledge and ability to successfully perform the essential functions of the position. Development of the required knowledge and abilities is typically obtained through but not limited to:

- ✓ Bachelor's degree in Transportation Planning, Business Administration, Public Policy, Engineering, or a related field.
- ✓ Minimum 5 years of experience in transportation, tolling, or infrastructure project management, with experience in revenue operations.
- ✓ Experience with tolling systems, technology solutions, and/or project management software.
- ✓ Proven ability to manage budgets, analyze financial data, and oversee contracts.
- ✓ Strong communication, leadership, and interpersonal skills, with experience working with diverse stakeholder groups.

Preferred Qualifications:

- ✓ Familiarity with regional, state and federal tolling regulations and transportation funding policies.
- ✓ Experience in vendor and contract management, ideally for tolling and transportation services.

Competencies:

- ✓ Strategic Thinking: Ability to develop long-term strategies that align with agency goals.
- ✓ Customer Focus: Commitment to improving the customer experience in tolling and transportation services.
- ✓ Technical Acumen: Knowledge of tolling technology and systems integration.
- ✓ Financial Acumen: Knowledge of financial processes and revenue management.
- ✓ Problem-solving: Ability to assess complex issues and devise effective solutions.

Traits of an ideal candidate

- ✓ Collaborator
- ✓ Team builder
- ✓ Self-starter
- ✓ Dependable
- ✓ Can represent the program externally and internally and with the Board
- ✓ Does not have to be a toll expert but needs to learn quickly
- ✓ Aptitude to learn financial and equity/community benefit considerations and advocate for them
- ✓ Ability to set scope/schedule/budget and manage the performance of the program
- ✓ Excellent project management abilities to deliver key milestones
- ✓ Builds a network of connections
- ✓ Detail-orientated to ensure all requirements are being met, tracked, and resolved
- ✓ Excellent at translating department direction to action plans and results
- ✓ Understand and interpret rules and procedures, likes to follow the rules, able to collaboratively raise concerns and help with solutions
- ✓ Knowledge about the department's current programs
- ✓ Ability to explain difficult technical topics in easy language

San Mateo County Express Lanes Joint Powers Authority Agenda Report

Date: March 7, 2025

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

From: Policy/Program Manager (PPM)

Subject: Review and approval of Resolution SMCEL 25-04 authorizing the Chair to execute an Agreement with Beam to develop and manage the software platform for the next generation Community Transportation Benefits Program and distribute the mobility cards to eligible individuals at an amount not to exceed \$851,401, establish a contingency in the amount of \$85,401 (10% of contract) for a total project budget of \$936,540, and authorize the Executive Council to execute future amendments in an amount not-to-exceed the appropriated contingency, covering the period of March 10, 2025 to June 30, 2030, with the option of extending services for five 1-year terms through 2035.

(For further information please contact Lacy Vong, Policy/Program Manager, LVong@hntb.com)

RECOMMENDATION

That the SMCEL-JPA Board of Directors review and approve Resolution SMCEL 25-04 authorizing the Chair to execute an Agreement with Beam to develop and manage the software platform for the Next Generation Community Transportation Benefits Program and distribute the mobility cards to eligible individuals at an amount not to exceed \$851,401, establish a contingency in the amount of \$85,401 (10% of contract) for a total project budget of \$936,540, and authorize the Executive Council to execute future amendments in an amount not-to-exceed the appropriated contingency, covering the period of March 10, 2025 to June 30, 2030, with the option of extending services for five 1-year terms through 2035.

FISCAL IMPACT

A 5-year base Agreement with Beam has a not to exceed amount of \$851,401 covering Fiscal Years (FY) 2025 through FY 2030. To streamline administrative process and further improve efficiencies, staff seeks authorization from the Board to establish a 10% contingency in the amount of \$85,401 to be authorized and executed by the Executive Council in future contract amendments, if necessary. A total budget of \$936,540 can be available for the project. Funding

for this agreement is included in the current year's adopted budget and will be requested in future year's operating budgets. Funding for the benefits allocated to the mobility debit cards will be included in the upcoming draft budget, scheduled for release in May.

Source of Funds

Funding for the equity program and associated costs comes from the San Mateo County Express Lanes toll revenue, from a dedicated allocation of \$600,000. Additional funding may come from future net revenue, residual bond funds specifically set aside for the equity program, and a \$400,000 allocation of SMCTA ACR/TDM funds.

BACKGROUND

Community Transportation Benefits Program Description

In April 2022, the San Mateo County (County) Express Lanes Joint Powers Authority (SMCEL-JPA) launched the first express lanes-funded choice-based equity program in the United States, known as the San Mateo 101 Express Lanes Community Transportation Benefits Program (Program). The Program is funded by the SMCEL-JPA and helps cover some transportation costs for qualifying individuals in San Mateo County. The Program aims to improve mobility, access to opportunity, and agency of choice. The first year of the Program was intended to be treated as a pilot to be evaluated and adapted to best meet community needs.

Program Evaluation

In March 2024, the SMCEL-JPA completed a Program Evaluation to analyze Program performance, evaluate whether Program goals were met, and assess Program improvements to better meet community needs. In May 2024, the Board directed staff to pursue the development of a Next Generation Program (Next Gen Program), addressing the programmatic challenges found during the Program's pilot year including overall benefit and enrollment structure. The Board also approved an increase in the benefit from \$100 to \$200 until the Next Gen Program was launched.

Next Generation Program Recommendations

The recommendation for the Next Gen Program was to include four main programmatic changes:

1. **Preloaded Mobility Debit Card:** The Program's Clipper card and FasTrak benefit created logistical challenges for both program participants and staff. The mobility debit card expands mobility options for Program participants and greatly simplifies the annual benefit replenishment process by removing the Clipper and FasTrak® vendor involvement. A mobility debit card can also pay for modes beyond those supported by Clipper and FasTrak® (such as shared bikeshare and scooter programs, etc.), thereby offering more choice to fit the diverse needs of participants.
2. **Increased Benefit Amount:** Per feedback during the pilot year and evaluation period, the Program Evaluation concluded that the benefit amount should be increased and renewed

annually. This recommendation was implemented during the Next Gen Program planning period. In August 2024, the benefit increased to \$200 for both FasTrak® and Clipper Cards under the current program. The Program Evaluation recommended the \$200 benefit level be retained through the Next Gen Program launch.

3. **Expand Enrollment Options:** The Program Evaluation revealed that having only one option for enrollment is an impediment to the Program. The Evaluation recommended that under the Next Gen Program, applicants have the choices to apply in-person through Samaritan House and the Core Agencies, or through an online portal.
4. **Expanded Marketing and Outreach:** Launching the Next Gen Program will require a marketing and outreach plan with a committed budget for promotion. The Program Evaluation recommended three marketing efforts to support the Next Gen Program:
 - a. Update existing collateral
 - b. Develop new collateral and launch campaign
 - c. Conduct Community Based Organization (CBO) outreach in underrepresented Equity Priority Communities (EPCs).

NEXT GEN CTB PROGRAM PLATFORM MANAGEMENT PLATFORM RFP

In response to Board of Director direction, staff developed a request for proposal (RFP) seeking a vendor to provide a program management platform, an online enrollment portal, and mobility debit card distribution services.

The RFP was released on October 7, 2024 to over 120 interested parties, in addition to being posted on the C/CAG, TA, and SMCEL-JPA websites. The assessment sought a Vendor with:

- Tested and proven system deployments with significant similarities to the Next-Gen CTB Program Management Platform;
- Demonstrated technical capability and experience for design, development, deployment, and maintenance of systems with similar complexity and functionality; and
- An articulated, proven approach to deliver the platform within the specified schedule.

Specifically, proposers were evaluated on the following criteria outlined in Table 1, Next Generation Program RFP Evaluation Criteria:

Table 1. Next Generation Program RFP Evaluation Criteria

| No. | Evaluation Criteria | Weight |
|------------|--|---------------|
| 1 | Proposer Qualifications and Team Experience (<i>Project Understanding and Resumes</i>) | 40 |
| 2 | Demonstrated Ability to Meet the Operational Requirements (<i>Operational Requirements Worksheet</i>) | 25 |
| 3 | Approach to completing the Project and Schedule (<i>Work Plan & Project Schedule</i>) | 15 |
| 4 | Cost Effectiveness (<i>System costs, maintenance costs, processing costs, and methodologies in Project Budget Proposal</i>) | 10 |

| No. | Evaluation Criteria | Weight |
|-----|---|------------|
| 5 | Presentation <i>(as evidenced in the written proposal and interviews, if held)</i> | 10 |
| 6 | Conflict of Interest Statement | Pass/Fail |
| | Total: | 100 |

SMCEL-JPA received a total of three proposals. An evaluation panel comprised of three internal (C/CAG and TA) and two external agency partners (MTC and SFMTA) participated in the evaluation process. Upon the panel's review of the submitted proposals and interviews with the two short listed Proposers, one proposal team, Beam-Usio, ranked the highest. As a result, the panel recommended awarding the contract to the Beam-Usio team. This recommendation is based on Beam's proposal providing the best value and their experience delivering similar projects both nationwide and in California. Table 2 below provides the final ranking of the teams:

Table 2. Next Generation RFP Proposal Team's Final Ranking

| Proposal Team | Ranking |
|---------------|---------|
| Beam-Usio | 1 |
| Arcadis-Fleet | 2 |
| TASC | 3 |

The 5-year Base Contract includes:

- Fixed One-Time System Development Costs for:
 1. Project Management
 2. System Documentation
 3. System Development, Configuration, and Testing
 4. Training Services
 5. Production Deployment
- Fixed Monthly Maintenance, Software Licensing, & Subscription Fees
- Variable Debit Card Production & Maintenance Fees for physical and virtual cards

Upon Board approval, the SMCEL-JPA intends to finalize a contract with Beam and begin the implementation phase, which is expected to take around six months. Throughout the implementation phase, there are milestone payments for system documentation and development, and configuration and testing of the Next Gen Program based on a schedule, as set forth in the RFP. The Next Gen Program is anticipated to launch in fall 2025.

ATTACHMENTS

1. Resolution SMCEL 25-04
2. Next Gen Community Transportation Benefits Program Management Platform Board Presentation

The following attachment is available on the Express Lanes website (*See “Document” for the relevant Board Meeting*) at: <https://101expresslanes.org/about/bod/meetings>.

3. Draft Funding Agreement with Beam

RESOLUTION SMCEL 25-04

RESOLUTION OF THE BOARD OF DIRECTORS OF THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY (SMCEL-JPA) AUTHORIZING A CONTRACT BETWEEN BEAM AND THE SAN MATEO COUNTY EXPRESS LANES JOINT POWERS AUTHORITY TO MANAGE AND DEVELOP THE SOFTWARE PLATFORM FOR THE SMCEL-JPA COMMUNITY TRANSPORTATION BENEFITS PROGRAM FOR A PERIOD ENDING JUNE 30, 2030 FOR AN AMOUNT NOT TO EXCEED \$851,401

RESOLVED, by the Board of Directors of the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA) that,

WHEREAS, on May 14, 2021, the SMCEL-JPA Board approved an Equity Program (Community Transportation Benefits Program) for the San Mateo County Express Lanes, hereinafter called the “Program,” and directed the Policy/Program Manager (PPM) and staff to finalize the implementation of the Program; and

WHEREAS, since the inception of the SMCEL-JPA and the opening of the express lanes facility, the SMCEL-JPA has put equity and access concerns at the forefront and has been a recognized leader in the inclusion of equity programming in the management of dynamic toll lanes; and

WHEREAS, the SMCEL-JPA Board directed the creation of a next-generation Community Transportation Benefits Program with the goal to provide meaningful benefits that address inequities in historically underserved communities with flexibility to evolve over time in response to changing community needs; and

WHEREAS, on October 7, 2024 the SMCEL-JPA posted a Request for Proposals (“RFP”) for qualified partners to develop and implement the software platform for the next generation of Community Transportation Benefits provided by the SMCEL-JPA, and received three proposals; and

WHEREAS, SMCEL-JPA staff evaluated the proposals and recommends the approval of a contract with Beam to develop and manage the software platform for the next generation Community Transportation Benefits Program and distribute the mobility cards to applicants for the period from 2025 to 2030, pursuant to a written agreement provided to the SMCEL-JPA Board herewith.

NOW THEREFORE BE IT RESOLVED, by the SMCEL-JPA Board of Directors that the Chair is authorized to (1) execute a written agreement with Beam for the software platform for the next generation Community Transportation Benefits Program at an amount not to exceed \$851,401 covering the period of March 10, 2025 to June 30, 2030, with the option of extending services for five 1-year terms through 2035, (2) establish a contingency in the amount of \$85,401 (10% of contract) for a total project budget of \$936,540. Be it further resolved that the Executive Council is authorized to execute future amendments in an amount not-to-exceed the appropriated contingency, at an amount not to exceed \$85,401, whenever budgeted by the SMCEL-JPA Board in future fiscal years.

PASSED, APPROVED, AND ADOPTED, THIS 7TH DAY MARCH 2025.

Rico E. Medina, Chair



Next Generation Community Transportation Benefits Program Management Platform

Board Presentation

March 7, 2025

Original Community Transportation Benefits (CTB) Program






- Goal: provide meaningful benefits that address inequities in historically underserved communities with flexibility to evolve over time in response to changing community needs.
- Choice between:
 1. **Clipper transit card** with a preloaded value of **\$100** (annual benefit); **OR**
 2. **FasTrak® toll tag** with a preloaded value of **\$100** (one-time benefit)
- Program administered through Samaritan House and Core Services Agency Network



CTB Program Evolution



| Element | Where we started: Original CTB Program (April 2022-June 2024) | Where we are: Interim Increased Benefit (July 2024 – Next Gen launch) | Where we're going: Next Gen CTB Program (Launching Summer 2025) |
|---------------------------|---|---|--|
| Amount | \$100 | \$200 | \$200 |
| Benefit type | Preloaded Clipper card credit, or FasTrak® credit  | Preloaded Clipper card credit, or FasTrak® credit  | Mobility debit card  |
| Renewal | Clipper: Annual FasTrak®: One-time | Annual | Annual |
| Enrollment process | In-person at Core Agencies | In-person at Core Agencies | <ul style="list-style-type: none"> • In-person at Core Agencies • Online |

Lessons from Oakland UBM Pilot



Universal Basic Mobility (UBM) Program Overview

- Pilot offered eligible East Oakland residents a prepaid \$300 debit card to pay for transportation services
- Current program open to West Oakland residents

Learnings

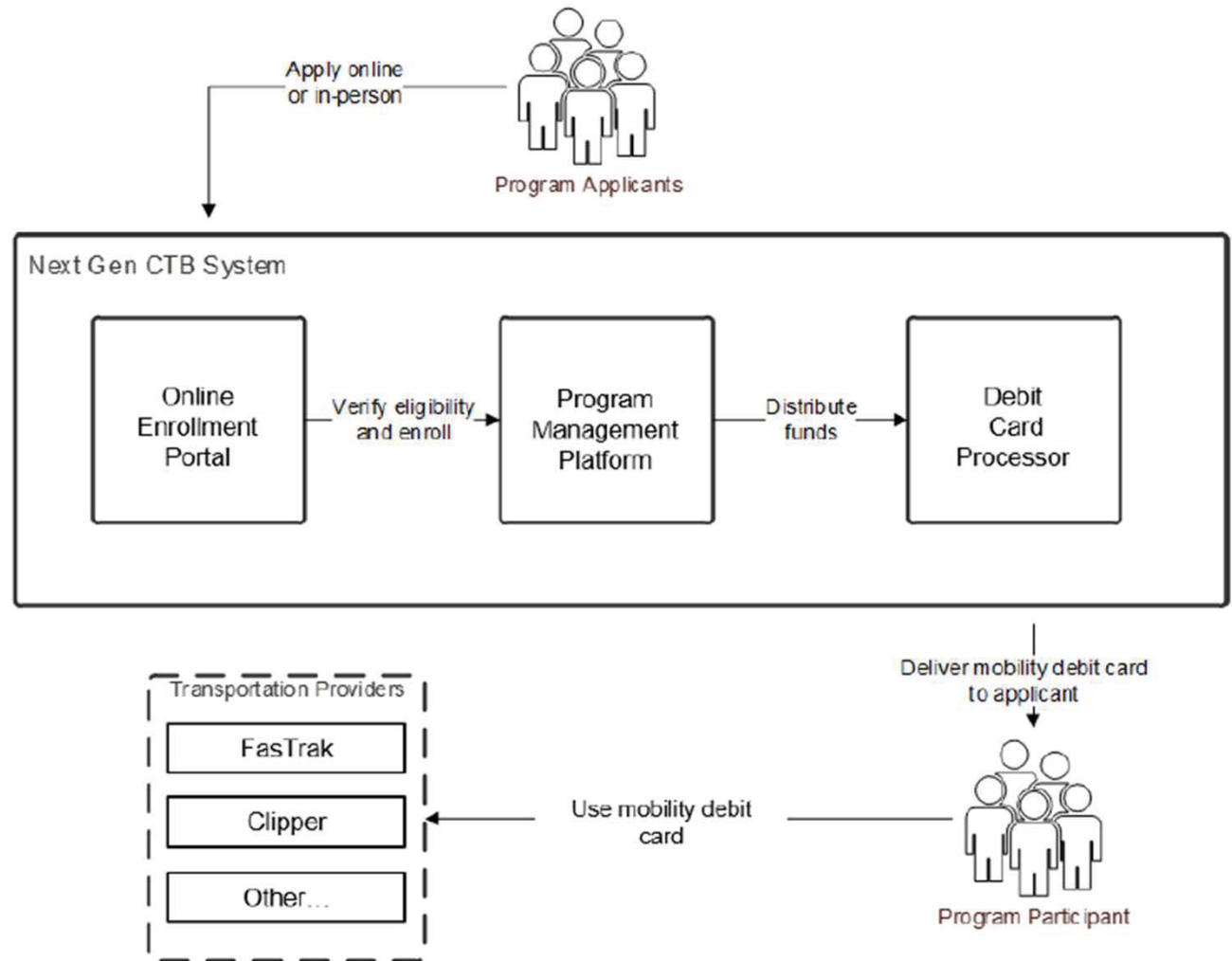
- Switching card distribution from mail to email has increased card activation rates
 - Still allow for physical card upon request
- Most funds (80%) were used for Clipper/Transit agencies
- Mailed flyers and media attention have been the most effective communication materials for increasing program awareness



Purpose of RFP

- Select Vendor to provide a customizable off-the-shelf platform which will be used to manage the Next Gen program.
- Three components
 - Online enrollment portal
 - Program management portal
 - Debit card processor

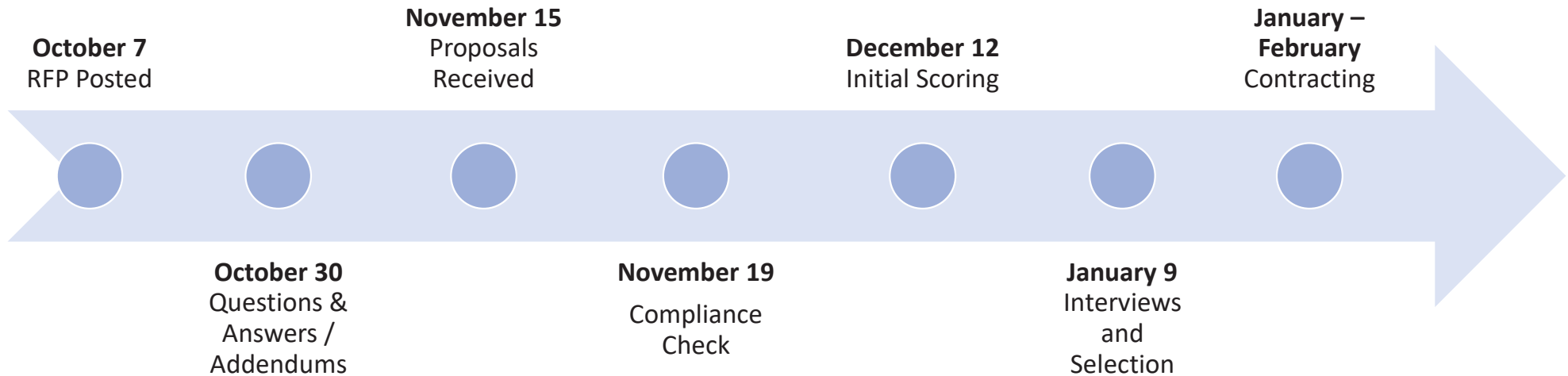
Next Gen CTB Program Management Platform Overview



Evaluation Process & Results



RFP Evaluation Timeline



Evaluation & Ranking

3 proposers:

1. Beam
2. Arcadis
3. TASC

| No. | Evaluation Criteria | Weight |
|-----|---|------------|
| 1 | Proposer Qualifications and Team Experience | 40 |
| 2 | Demonstrated Ability to Meet the Operational Requirements | 25 |
| 3 | Approach to completing the Project and Schedule | 15 |
| 4 | Cost Effectiveness | 10 |
| 5 | Presentation (includes interview if conducted) | 10 |
| 6 | Conflict of Interest Statement | Pass/Fail |
| | Total: | 100 |

Staff Recommendation

Approval of contract with Beam to develop and manage the software platform for the Next Generation Community Transportation Benefits Program and distribute the mobility cards to eligible individuals for the period of 2025 to 2030.

Not to Exceed Amount: \$936,540

- Base Contract: \$851,401
- Contingency: \$85,401

Note: This contract amount with Beam is for the program management platform contract and does not include budget for Samaritan House administration support, marketing & communications expenses, or the \$200 funding of the mobility debit cards.



Program Management Platform Vendor Contract

- 5-year Base Contract award to Vendor includes:
 - Fixed One-Time System Development Costs
 - Fixed Monthly Maintenance, Software Licensing, & Subscription Fees
 - Variable Debit Card Production & Maintenance Fees for physical and virtual cards
- Optional award includes up to 5, 1-year option terms
- Expected 6-month implementation phase

Next Steps

| Date | Description |
|------------------------|---|
| March 2025 | Notice of Intent to Award and Notice to Proceed |
| March – June 2025 | Negotiate Samaritan House Administration Support Contract |
| March – September 2025 | Next Gen Platform Development & Configuration |
| June – August 2025 | Next Gen Marketing and Communications |
| August –September 2025 | Case Manager Training & Next Gen Deployment |



Questions?