



Organizational Assessment Update

March 7th Board Meeting



A Reminder: Recent Board Touchpoints



OCT. 11, 2024
Board Meeting

Assessment results and
recommended model
presented



DEC. 6, 2024
Board Meeting

Vote made to move forward
with the Existing + Express
Lanes Program Manager
model



MAR. 7, 2025
Board Meeting

Additional discussion as
requested at the
December board meeting

Today's Agenda

1

Express Lanes
Program
Manager Duties

2

How does it
work with the
Express Lanes
Program
Manager?


3

Hiring Agency
Considerations



Duties of the Express Lanes Program Manager (ELPM)

Express Lanes Program Manager Job Description


Job title: Agency Express Lanes Program Manager
Takes Direction From: JPA Executive Council
Administratively Reports to: Executive Director of (Agency TBD)
The Agency Program Manager (APM) oversees, manages, and is responsible for the operations and alignment of the SMCEL-JPA's mission and goals under the general direction of the TA and C/CAG Executive Directors. The APM will coordinate staff from both agencies as they deliver tasks related to SMCEL-JPA and be the representative and advocate of the express lanes locally and regionally. The APM 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 Deputy and Executive Directors.
Essential Duties and Responsibilities:
1. Program Management
a. Oversee operations and management and evaluation 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. Assist with the oversight of the community transportation benefits program
c. Review performance and related reports and provide relevant updates to JPA executive management
d. Develop and present written and oral reports to JPA executive management and the JPA Board of directors.
e. Provide direction and develop a collaborative relationship with the Policy Program Management team
f. Identify and recommend to JPA executive management on best practices for toll operations and traffic management to optimize system performance
g. Establish relationships and direct coordination and collaboration with: BAFA/BATA, MTC, CHP, Caltrans and regional express lanes operators
h. Manage contracts related to tolling operations including but not limited to: toll operations, enforcement and maintenance
2. Financial and Revenue Oversight
a. Monitor budgets to ensure toll revenues meet or exceed 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



Coordinate staff from both agencies as they deliver tasks related to the JPA



Represent and advocate for the express lanes program locally and regionally

The ELPM primarily reports to and works under the direction of the JPA Executive Council.

Express Lanes Program Manager Duties and Responsibilities Snapshot

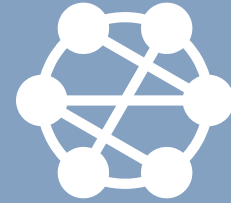
On behalf of and under the direction of the Executive Council



Identify and recommend
tolling best practices to
the JPA Executive Council



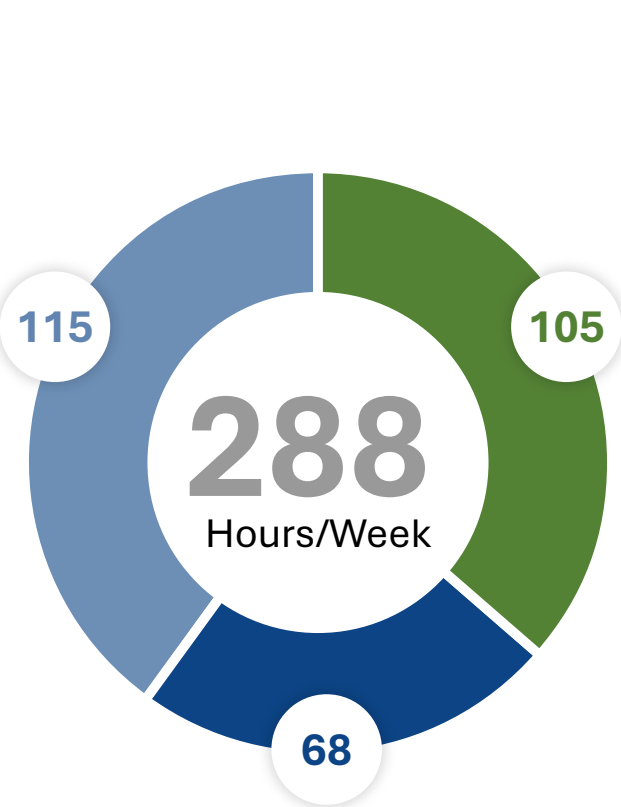
Coordinate and review
reports and
recommendations of JPA
staff and consultant support



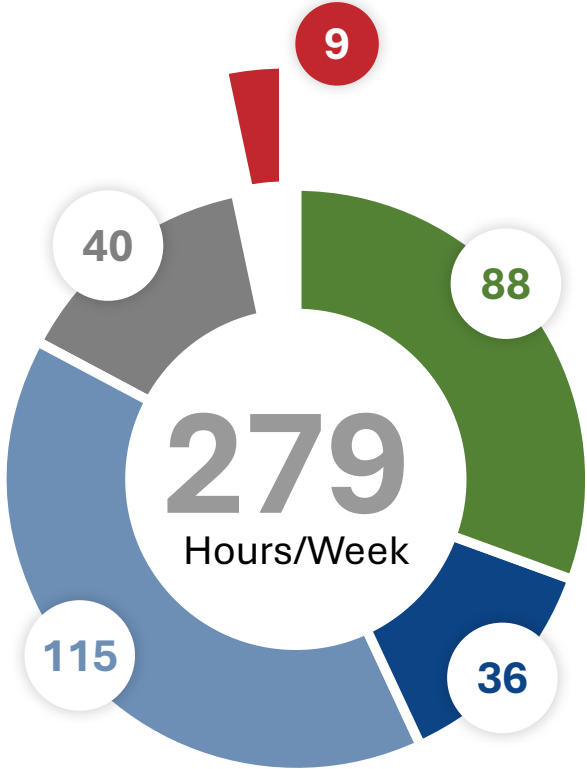
Manage the interface with
key express lanes
operational partners

Opportunity for Continued Efficiencies

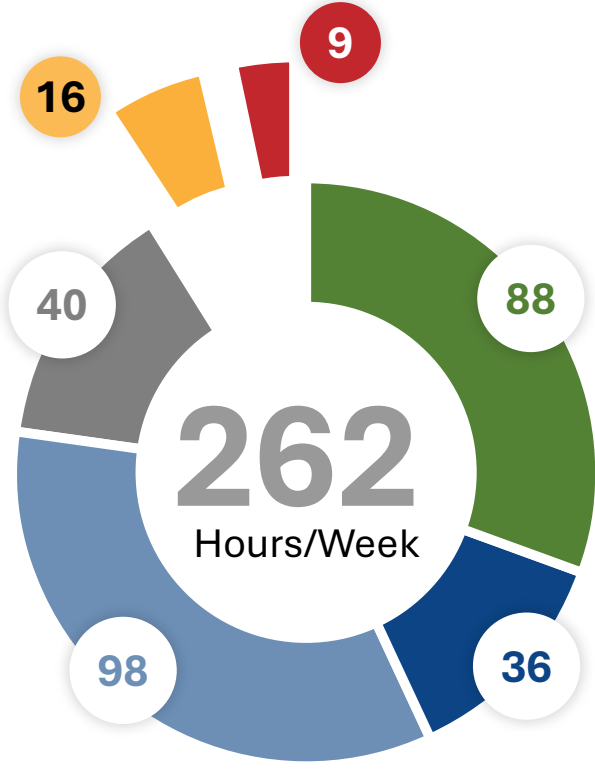
Values have been rounded to the nearest hour.





Current Split





With the Express Lanes Program Manager





With the ELPM and Task 1 Absorbed



**Consultant Support**

**ELPM (Agency TBD)**

**Savings:
Dual Meeting Attendance**

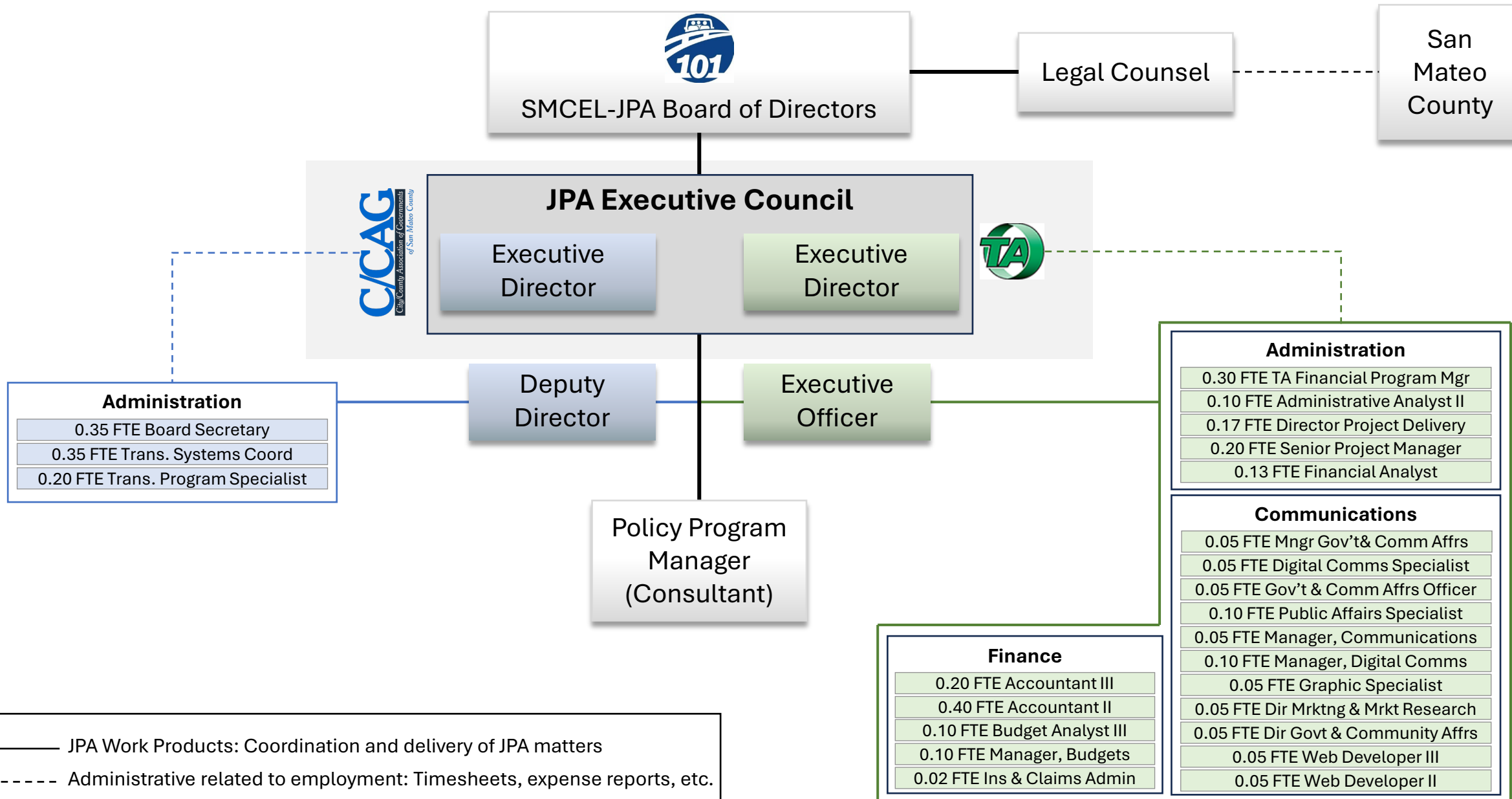
**Absorb from Consultant**



How does it work with the ELPM?

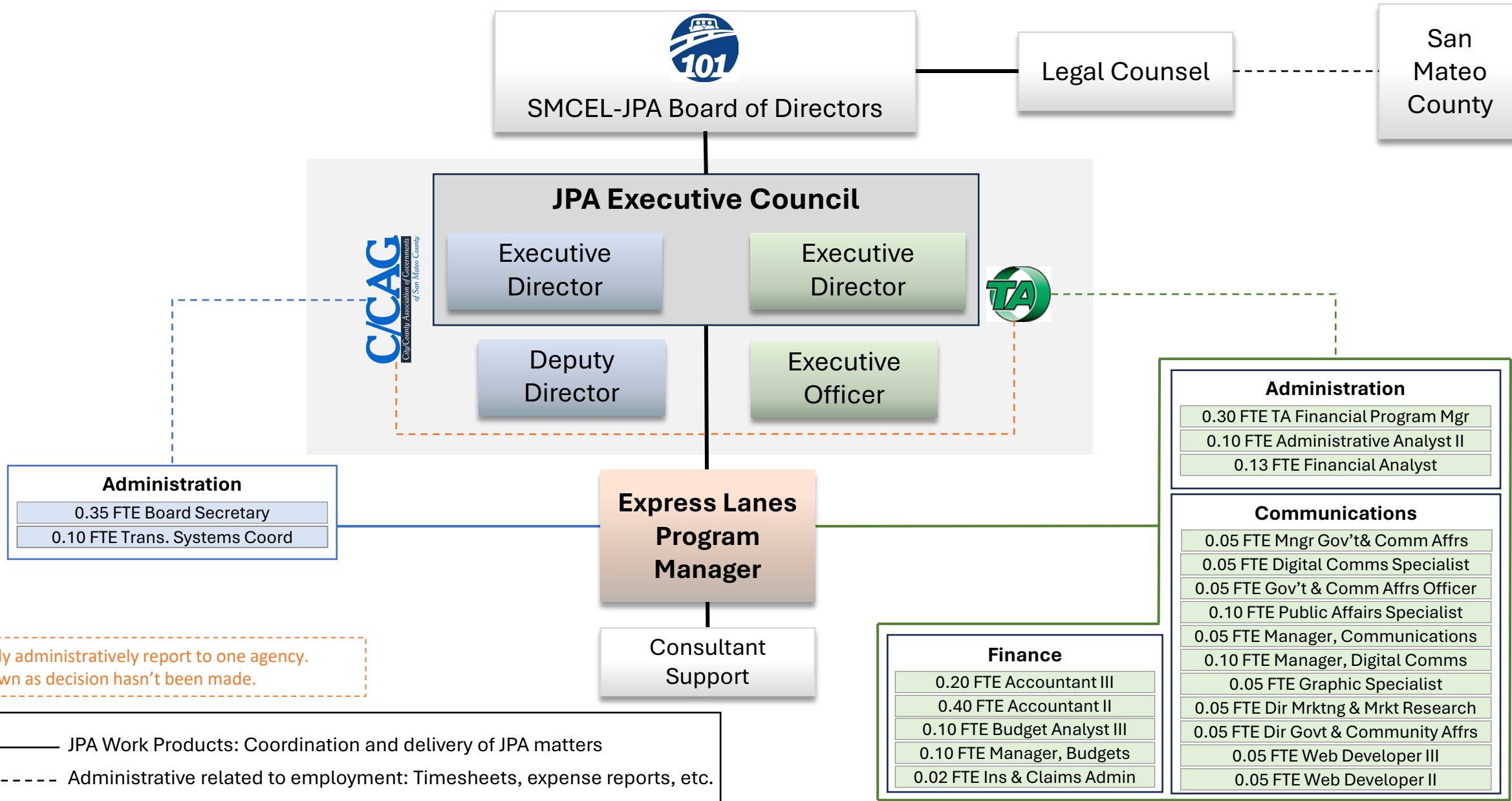
Current JPA Structure

This chart provides a visual representation of how the current JPA structure current operates.

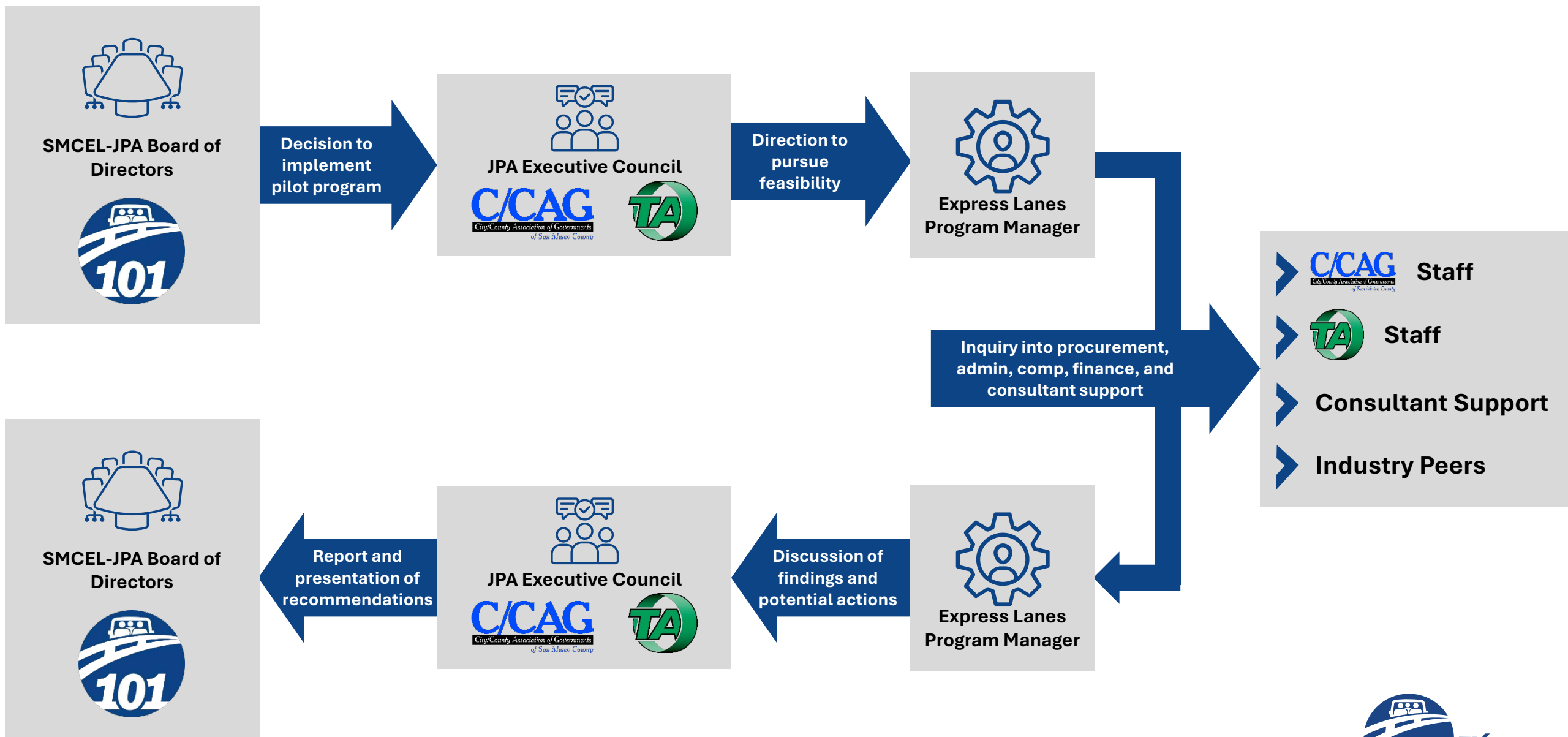


JPA Structure with the Express Lanes Program Manager

This chart provides a visual representation of how the JPA will direct and coordinate JPA work with the addition of the ELPM



An Example: Pilot Program to Reduce Express Lanes Leakage



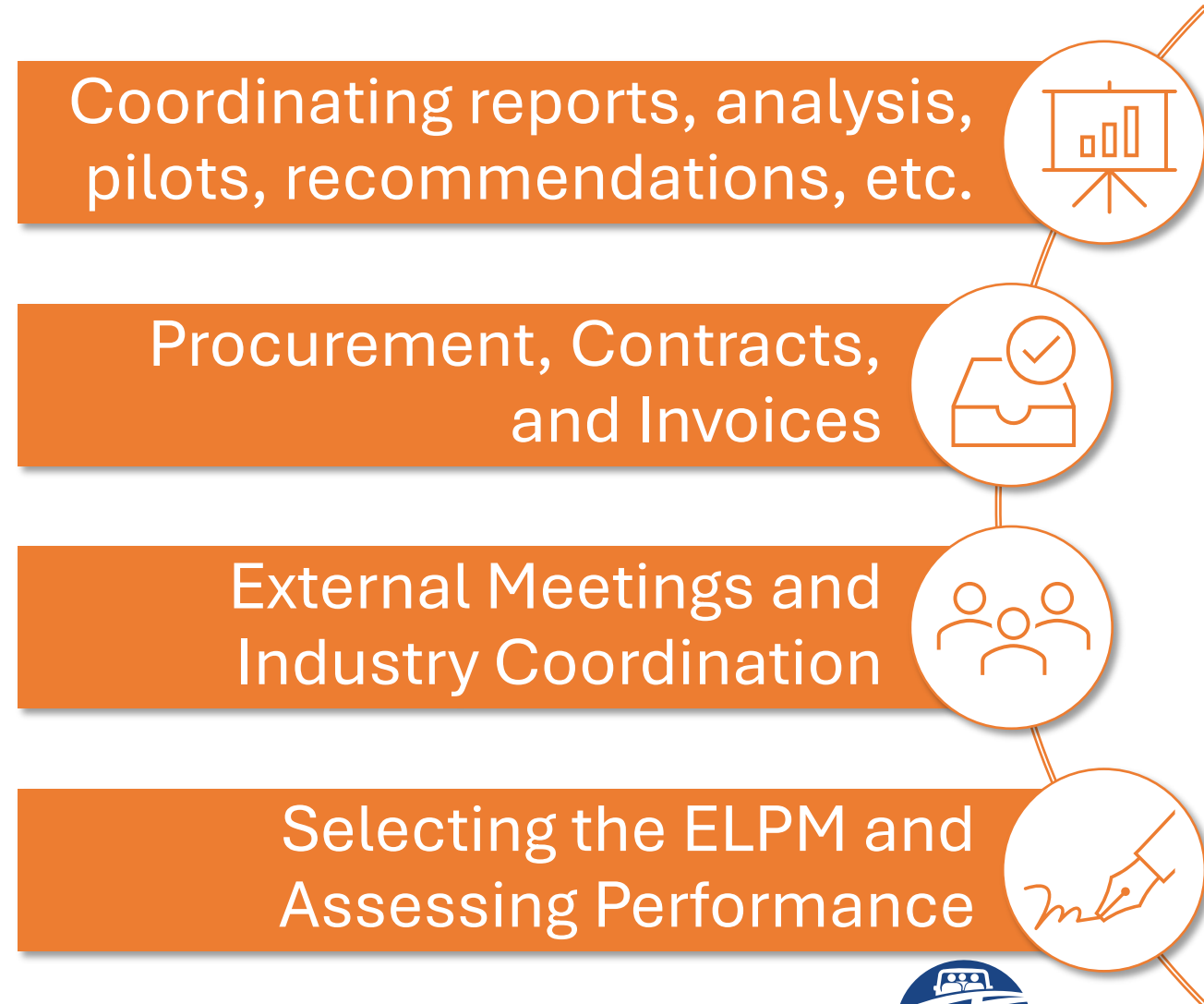


Hiring Agency Considerations

Purview of the Hiring Agency



Purview of the Executive Council



Hiring Agency Topics Discussed



JEPA Guidance



Agency
Missions



Position
Classification

No clear
direction was
discovered



Benefits and
Retirement



Agency Hiring
Cost



FTE Distribution



JEPA Guidance

JOINT EXERCISE OF POWERS AGREEMENT FOR THE SAN MATEO COUNTY EXPRESS LANES

THIS JOINT EXERCISE OF POWERS AGREEMENT ("Agreement"), is made and entered as of the 24th day of May, 2019 by and between the San Mateo County Transportation Authority ("TA") and City/County Association of Governments of San Mateo County ("C/CAG"), each of which is a public entity duly organized and existing in the County of San Mateo under the constitution and laws of the State of California and individually or collectively called "Member" or "Members."

WITNESSETH:

WHEREAS, the Joint Exercise of Powers Act (California Government Code Section 6500 et seq., the "Act") authorizes the Members to enter into an agreement for the joint exercise of any power common to them and, by that agreement, create an entity that is separate from each of the Members; and

WHEREAS, the TA was formed by the voters of San Mateo County in 1988 with the passage of the original Measure A and extended by the voters of the San Mateo County in 2004 pursuant to California Public Utilities Code Section 131000, et seq.; and

WHEREAS, C/CAG is a joint powers agency formed in 1990 pursuant to the Act by the County of San Mateo and the 20 cities and towns located in the County of San Mateo to be the responsible agency in San Mateo County to prepare and adopt the congestion management program per California Government Code Section 65089 et seq., and which develops and implements countywide plans required under additional State laws, particularly concerning transportation, air quality, storm water runoff, hazardous waste, solid waste and recycling, and serves as the Congestion Management Agency for the County of San Mateo; and

WHEREAS, the TA and C/CAG are the co-sponsors of the US-101 Express Lanes Project ("Project"), which includes (i) the conversion of the existing High Occupancy Vehicle ("HOV") lanes into express lanes from the northern terminus of the Santa Clara County express lanes to the Whipple Road Interchange and (ii) the construction of new express lanes from Whipple Road to north of I-380 in San Mateo County. When completed, the Project will provide continuous express lanes in San Mateo County, in both the northbound and southbound directions of US-101; and

WHEREAS, by this Agreement, the Members desire to create a joint powers agency to apply to the California Transportation Commission to own, administer, and manage the operations of the 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

15392376.1
[CCO-3150600]



Agency Missions



The San Mateo County Transportation Authority (TA) plans, funds, and delivers transportation programs and projects throughout San Mateo County. The TA manages the voter-approved Measure A and Measure W sales taxes that generate revenue to help improve transit and relieve congestion.



C/CAG provides a collaborative forum for all jurisdictions in San Mateo County to pursue our goals for a safe, equitable, and accessible multi-modal transportation network and an environmentally sustainable, climate resilient future.



The JEPA describes the interwoven focus on collaboration and equal representation from both agencies.

The agencies' missions are both focused on improving the quality of life for the residents of San Mateo County.





Agency Position Classification

C/CAG

Classification Title: Program Director (B163)

- Plan, organize, direct, and coordinate activities and programs.
- Represent the agency in various environments
- Coordinate projects with the cities, counties, and outside agencies.
- Exercise leadership of diverse professional, technical, and clerical staff.
- Manage contracts and budgets related to all assigned projects and programs.

TA

Classification Title: Manager (21)

- Responsible for overseeing the development and management of projects, programs and plans.
- Liaison with internal and external stakeholders
- Oversee studies and plans.
- Advise senior management on emerging trends, topics, and information relating to organizational initiatives, goals and interests.
- Manage selection of consultant contract services.

There are no substantial differences between Agency classification descriptions.
Either classification will attract a qualified candidate.

*Classifications are as agreed to by the C/CAG and TA during the analysis. The hiring agency will need to formally classify the position, which may change the classification and salary range. The executive council is responsible for accurately providing the required information to classification.

Salary and Benefits



	C/CAG	TA
Classification	Program Director (B163)	Manager (21)
2024 Salary Range	\$158k – \$198k	\$135k – \$202k

The top of the range is substantially the same for a potential candidate.



-  Healthcare
-  Holidays & PTO
-  Financial Benefits
-  Growth & Other

Benefit packages do not provide a substantial difference to any candidate new to either agency.

The salary and benefits offered by either agency will not impede attracting a qualified candidate for the JPA.

\$ Agency Hiring Cost Comparison



	75% of Salary Range		Fringe Benefits		Agency Overhead		SamTrans Overhead
C/CAG	\$199.4k	+	44.69% \$89k	+	9.9%* \$20k	+	7.3% \$15k
TA	\$196.5k		55.05% \$108k		7.3% \$14k		0.0% -

The cost difference to the JPA varies depending on the overhead rates used. The cost to the JPA could range from **\$16k more with the TA** (“out the door” costs for the employee) to **\$4k more with the C/CAG** (full overhead rates applied)

The cost to the JPA for the ELPM is similar between agencies.

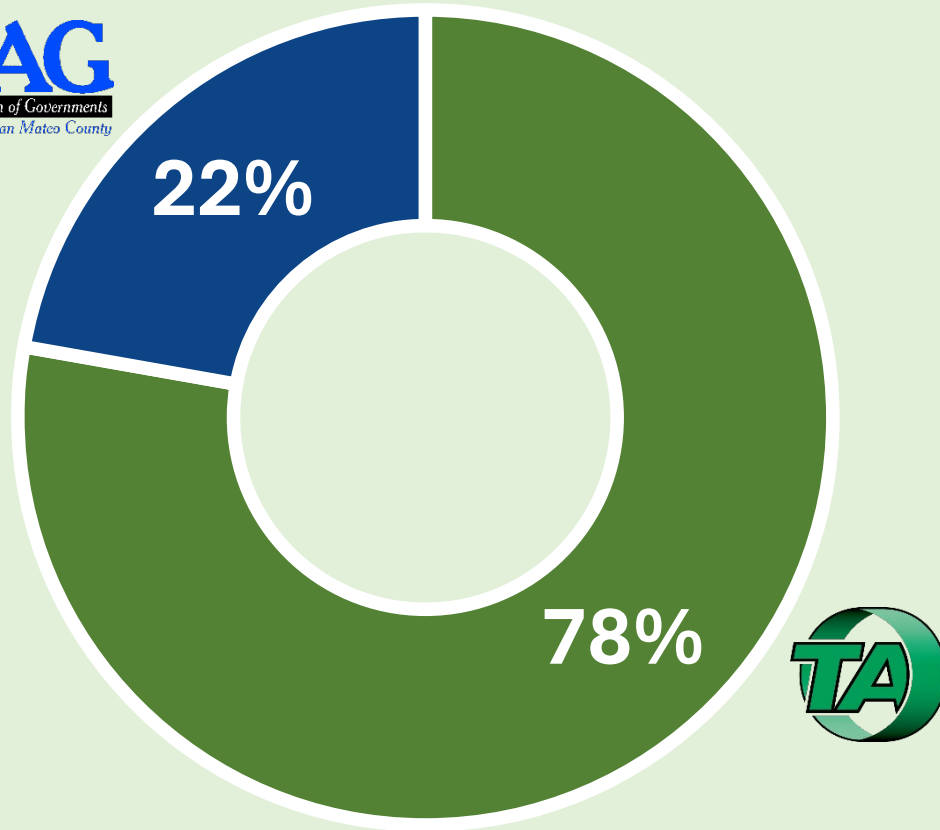
*C/CAG budgets for approximately 9% overhead on salaries and benefits, but the actual overhead varies year by year. For example, in FY2024 the actual overhead charged to the SMCEL-JPA was 2.6%.



JPA-Related FTE Distribution Between Agencies

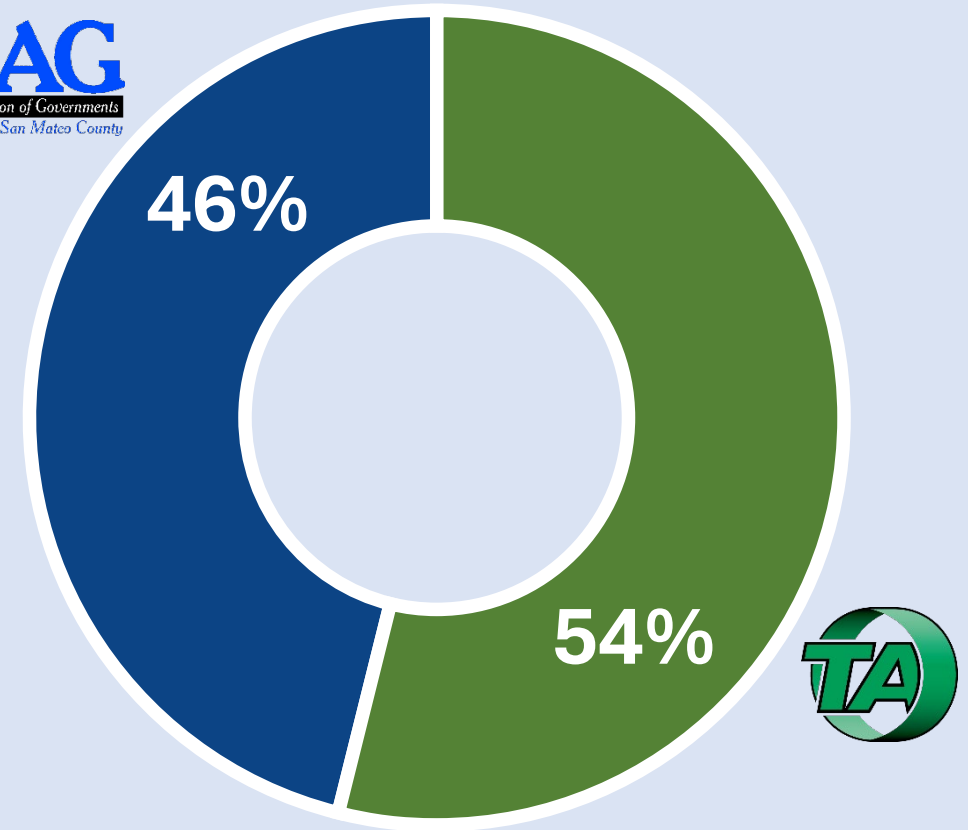
TA hires the ELPM

C/CAG
City/County Association of Governments
of San Mateo County

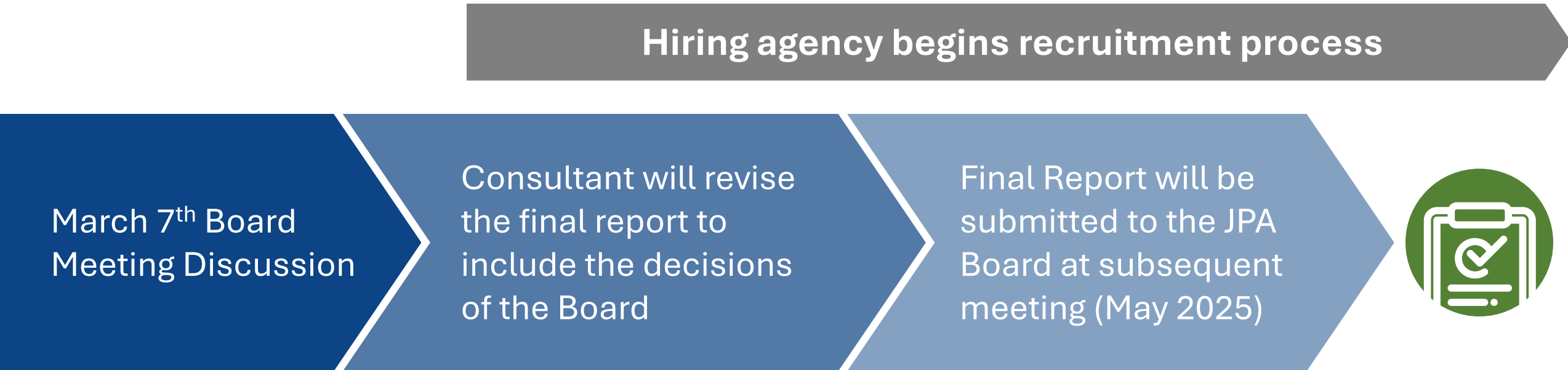


C/CAG hires the ELPM

C/CAG
City/County Association of Governments
of San Mateo County



Next Steps



The ELPM position will be included as a placeholder in the JPA budget planning.



Thank You

