

CVTA AGENDA 9/24/21; ITEM B.1.c.

CVTA TRANSIT SERVICE GOVERNANCE REPORT

Central Virginia Transportation Authority

REQUESTED ACTION: Recommend revision to the final invoice to include an additional \$10,000 to cover stakeholder and other public engagement costs incurred during the completion of the report.

BACKGROUND: The Central Virginia Transportation Authority has a responsibility under the Code of Virginia to assess the current form of transit governance of services in the region. The specific language in the Code is as follows:

... That the Central Virginia Transportation Authority, as created by Chapter 37 (§ 33.2-3700 et seq.) of Title 33.2 of the Code of Virginia, as created by this act, shall evaluate the governance structure of transit service in the Richmond region, including the evaluation of establishing a transportation district pursuant to Chapter 19 (§ 33.2-1900 et seq.) of Title 33.2 of the Code of Virginia, and report the results of such evaluation to the Governor and the General Assembly no later than December 1, 2020.

In December 2020 the CVTA approved a line item amendment to the administrative and operating budget to set aside \$80,000 for development of the transit service governance report. The CVTA entered into a contract with AECOM for \$49,991 following a competitive RFP evaluation.

The CVTA TAC worked closely with the AECOM team to develop the report. The TAC ensured the report met the demands of the Code of Virginia and recommended that CVTA accept the report as complete, which it did at its July 16, 2021 meeting.

CVTA RESOLUTION: The following resolution is presented for Central Virginia Transportation Authority approval:

Resolved, that the Central Virginia Transportation Authority (CVTA) increase the full amount of the consultant contract fee to \$60,843.46 and close out the contract through the final invoice.

CAP
Attachments

Correspondence from AECOM regarding project budgeting and expenditures:

June 17, 2021

Following our team discussion regarding remaining needs for the report, we recognize we have some work to do. Our estimate for the required level of effort will approach 75 team hours. Using approved DRPT rates, that's roughly \$10,000.

We understand AECOM's commitment to perform the work per the contract price. That said, we have already put in several hours that we are not charging for. Our partner Eno will review the deliverables with us, also not charging. I am working this evening to provide a partial project invoice, but can say that we have reached our budget limit. If you are in a position to allocate additional resources to the study, we sure would be grateful. Nevertheless, we'll continue the work and get the report to where it needs to be.

July 12, 2021

I've attached invoicing through May for the Transit Governance study. You'll note that as of the end of May, when the draft report was well along, about \$1000 remained in the project budget.

Below is a summary of work activities since the inception of the study. We have at least rough meeting notes for the wide variety of stakeholder interviews conducted throughout the process. If we've erred in our budget management it was on the side of extra interviews to understand the wide range of perspectives on transit in the region, as well as to understand the approaches in peer regions and learn from these.

Eno Center for Transportation, specifically CEO Rob Puentes, has been actively engaged throughout the process without charging the project budget. The consultant team knew going in that the anticipated level of effort for this study would be similar to projects for which we have budgeted \$200K or more. With that understanding Eno offered to participate without charging, our senior transit governance expert (Scott Baker) offered not to charge while performing a significant role, and I have certainly minimized my charges. We reserved our budget for Stephanie and junior staff.

The study schedule did not allow for stakeholder review and response in advance of Steering Committee presentations, though some stakeholders emphatically requested the opportunity for advance review. What we found, particularly near the end of the study, is that many stakeholders wanted to influence the presentation of the report findings. The perspectives of these stakeholders often appeared to

conflict. We have done our best to respond, and changed directions several times. Findings were presented throughout in project presentations, often with little stakeholder comment. Not until a draft report was circulated did the feedback really start flowing. We had retained a modest budget for report revision. Between multiple post-draft interviews and extensive revision, that budget was clearly not sufficient. AECOM elected to allow Stephanie and junior support to charge the project during the revision process, knowing the risk that this work would not be compensated. On June 17 I shared our estimate of \$10K additional effort to finalize the report. We consumed this amount in a week of revision, even without senior team members/reviewers charging. Any additional needed revision and presentations during the week of July 12 remained, to be charged to sweat equity.

Here is a review of the project deliverables and responsive activities. Stephanie and I can provide further clarification of activities as needed.

- Task 0 Kickoff and Project Management
 - Kickoff activities and weekly update meetings throughout the project
 - PowerPoint presentations developed and delivered throughout the study
- Task 1.1 Strategic Assessment of GRTC
 - Existing conditions technical memorandum
 - Conducted stakeholder outreach by interviewing approximately 40 individuals from CVTA member localities as well as state and legislature representatives
 - Reviewed and summarized GRTC governance structure and governance documents
 - Reviewed and summarized existing transit services in the region
 - Reviewed GRTC funding structure including sources of operating and capital revenues
 - Summary Power Point
- Task 1.2: Strategic Assessment of GRTC's Peer Transit Agencies
 - Provided suggested peer agency list and revised
 - Developed peer agency interview materials and shared these with the Steering Committee
 - Conducted peer study of transit governance structures, including interviews with peer agencies
 - Technical memorandum and presentation on peer agency summaries
- Task 1.3: Strategic Assessment and Benchmarking
 - One-on-one interviews with key CVTA stakeholders to determine strategic priorities
 - Technical memorandum and presentation summarizing strategic assessment and benchmarking
- Task 2.1: Evaluation of a Transportation District
 - Conducted a review of Virginia transportation districts and applicability of similar models in central Virginia

- Technical memorandum and presentation summarizing results of subtask 2.1
- Task 3.1: Evaluation of GRTC Governance Relative to Peer Transit Agencies
 - Summary evaluation of GRTC and peer agencies
 - Technical memorandum and presentation materials
- Task 3.2: Options for Potential GRTC Governance Strategies
 - Options for potential governance for GRTC
 - Conducted CVTA strategic assessment and benchmarking
 - Identified key transit governance issues in Richmond region. Considerable back-and-forth on how to present these in project deliverables. Review with key stakeholders including GRTC and DRPT.
 - Synthesized governance issues and potential solutions
 - Technical memorandum and presentation materials
- Task 4.1: Draft Final Report
 - Workshop with CVTA to review key final elements of study
 - Advanced the initial draft report and shared for stakeholder review on June 4, one week earlier than the schedule had identified
 - Review with stakeholders and extensive revision reflecting the sensitivity of the subject matter. Extra effort to respond to specific, previously unexpressed stakeholder preferences.
- Task 5.1: Final Report
 - Final report including an Executive Summary delivered to CVTA Project Manager—Version 3 shared on June 26
 - Study data and files in editable digital formats—available for sharing in a final deliverable package
 - Presentation materials for the week of July 12

IMPORTANT REMITTANCE INFORMATION

Please include the AECOM invoice number when sending payment

INVOICE NUMBER: DRAFT-7
Invoice Date: 27-AUG-21
Invoice Due Date: 26-SEP-21
Amount Due: \$11,889.14 USD
Project Number: 60653065

To process your payment timely and ensure credit is given, please include the AECOM invoice number when sending payment. Including this invoice number will allow AECOM to promptly apply your payment without delay or additional information requests placed upon your organization.

Failure to reference the AECOM invoice number when sending payment may result in delay of your account being credited.

To expedite payment processing, AECOM is asking its clients to submit payments electronically by ACH (Automated Clearing House) if possible.

ACH payments provide an alternative to paper checks, affording you the following advantages:

- Certainty of delivery
- Reduced operating costs through the elimination of paper check mailing

Regards,

AECOM Cash Application Department
CashAppsRemittance@aecom.com

Check Payment to:
 AECOM Technical Services, Inc.
 An AECOM Company
 1178 Paysphere Circle
 Chicago, IL 60674

ACH Payment to:
 AECOM Technical Services, Inc.
 An AECOM Company
 Bank of America
 Account Number 5800937020
 ABA Number 071000039

Wire Transfer Payment to:
 AECOM Technical Services, Inc.
 An AECOM Company
 Bank of America
 New York, NY 10001
 Account Number 5800937020
 ABA Number 026009593
 SWIFT CODE BOFAUS3N



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 Tel: 703-682-4900
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Federal Tax ID No. 95-2661922

ATTN : Chet Parsons
Central Virginia Transportation Authority
9211 Forest Hill Avenue
Suite 200
Richmond, VA 23235
United States

Invoice Date: 27-AUG-21
Invoice Number: DRAFT-7

Agreement Number: 60653065-1
Agreement Description:

Payment Term: 30 DAYS

Please reference Invoice Number and Project Number with Remittance

Project Number : 60653065 **Project Name : Evaluation of the Governance Structure of Transit Service in the Richmond Region and the Establishment of a Transportation District**
Bill Through Date : 29-MAY-21 - 27-AUG-21

Task Number : 0001

Task Name : AECOM Labor

Labor Bill Rate					
<u>Employee Name/Title</u>	<u>Title/Expenditure</u>	<u>Date</u>	<u>Hours</u>	<u>Bill Rate</u>	<u>Billed Amt</u>
Amoaning-Yankson, Stephanie	Technical Lead	04-JUN-21	4.00	128.30	513.20
Amoaning-Yankson, Stephanie	Technical Lead	11-JUN-21	10.00	128.30	1,283.00
Amoaning-Yankson, Stephanie	Technical Lead	18-JUN-21	20.00	128.30	2,566.00
Amoaning-Yankson, Stephanie	Technical Lead	25-JUN-21	32.00	128.30	4,105.60
Iken-Levine, Donna (Donna)	Transportation Planner II	18-JUN-21	10.00	91.56	915.60
Iken-Levine, Donna (Donna)	Transportation Planner II	25-JUN-21	19.00	91.56	1,739.64
Voorhees, Peter J	Project Manager	04-JUN-21	6.50	139.29	905.39
Voorhees, Peter J	Project Manager	18-JUN-21	3.00	139.29	417.87
Voorhees, Peter J	Project Manager	25-JUN-21	-4.00	139.29	-557.16
Total Labor Bill Rate			100.50		11,889.14
Task Total : AECOM Labor					11,889.14

Project Total : Evaluation of the Governance Structure of Transit Service in the Richmond Region and the Establishment of a Transportation District **11,889.14**

Invoice Summaries

Total Current Amount :	11,889.14
Retention Amount :	0.00
Pre-Tax Amount :	11,889.14
Tax Amount :	0.00
Total Invoice Amount :	11,889.14

Billing Summaries

<u>Billing Summary</u>	<u>Current</u>	<u>Prior</u>	<u>Total</u>	<u>Limit</u>	<u>Remain</u>
Billings	11,889.14	48,954.32	60,843.46	49,991.00	-10,852.46
Tax	0.00	0.00	0.00		
Billing Total :	11,889.14	48,954.32	60,843.46		

Outstanding Invoices

<u>Invoice Number</u>	<u>Invoice Date</u>	<u>Invoice Balance</u>
2000510458	25-JUN-21	112.13
Outstanding Total :		112.13