



Operations & Finance Committee Meeting Agenda

Nashville MTA Committee Meetings
Music City Central Meeting Room
400 Charlotte Ave., Nashville, TN 37219

Thursday, March 23, 2017

The Operations & Finance Committee will begin at 1:30 p.m.

Operations & Finance Committee

Walter Searcy,
Chair
Hannah Paramore

1. Call to Order
 2. Discussion Items
 - a. Monthly Operating Statistics – India Birdsong, Chief Operating Officer OF-D-17-005
 - b. Monthly Financial Report Compared to Budget – Ed Oliphant, Chief Financial Officer OF-D-17-006
 - c. Comprehensive Fleet Maintenance Performance Assessment – Rick Dooley, Director of Maintenance OF-D-17-007
 - d. 2015-2016 Operator Recruitment Data – Rita Roberts-Turner, Chief Administrative Officer OF-D-17-008
 3. Action Items
 4. Other Business
 5. Adjourn
-

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE DISCUSSION ITEM

Item Number: OF-D-17-005

Meeting Date: 03/23/17

Item Title: MONTHLY OPERATING STATISTICS

BACKGROUND

Attached are monthly operating statistics through January 2017.

CURRENT STATUS

Chief Operating Officer India Birdsong will review the statistics at the meeting.

Approved:



Chief Operating Officer

March 17, 2017

Date

MTA Operations Dashboard Report

	January 2017	January 2016	Pct. Change	Average Monthly Goals
Ridership				
Total Passengers				
Bus	748,216	675,855	10.7%	
AccessRide (MTA)	24,441	20,901	16.9%	
AccessRide (Overflow/Taxi)	12,277	10,379	18.3%	
AccessRide Total	36,718	31,280	17.4%	
Total	784,934	707,135	11.0%	850,000
Passengers per Revenue Hour				
Bus	18.16	18.04	0.7%	20
AccessRide	1.98	2.01	-1.5%	2.15
Total Scheduled Revenue Hours	53,535	47,842	11.9%	
Total Cost Per Scheduled Revenue Hour of Service	\$121.83	\$122.91	-0.9%	
Safety				
Miles Between Total Accidents	47,360	43,410	9.1%	40,000
Miles Between Preventable Accidents	426,244	737,966	-42.2%	325,000
Preventable Accidents	2	1	100.0%	
Non-Preventable Accidents	16	16	0.0%	
Internal Accidents	0	1	-100.0%	
External Accidents	18	16	12.5%	
Service Quality				
Bus Trip Completion Percentage	99.72%	94.07%	5.7%	99.9%
AccessRide Trip Denials	0	0	0.0%	0.0%
Miles Between Road Calls	6,268	3,114	-101.3%	7,000
On-Time Performance				
Bus	86.96%	87.39%	-0.4%	90.0%
Customer Care				
Passengers Carried Per Complaint				
Bus	5,891	8,555	-31.1%	8,000
AccessRide	1,113	1,079	3.2%	950
Total Calls Received	25,928	30,492	-15.0%	
Percent of Calls Answered	97.10%	93.90%	3.4%	95.0%

MTA Operations Dashboard Report

	FY 2017	FY 2016	Pct. Change	Average Monthly Goals
Ridership				
Total Passengers				
Bus	5,499,280	5,638,738	-2.5%	
AccessRide (MTA)	174,491	172,589	1.1%	
AccessRide (Overflow/Taxi)	90,085	81,760	10.2%	
AccessRide Total	264,576	254,349	4.0%	
Total	5,763,856	5,893,087	-2.2%	5,950,000
Passengers per Revenue Hour				
Bus	18.80	20.69	-9.1%	20
AccessRide	2.03	2.12	-4.2%	2.15
Total Scheduled Revenue Hours	378,265	353,961	6.9%	
Total Cost Per Scheduled Revenue Hour of Service	\$108.32	\$114.24	-5.2%	
Safety				
Miles Between Total Accidents	42,957	47,646	-9.8%	40,000
Miles Between Preventable Accidents	389,479	298,414	30.5%	325,000
Preventable Accidents	15	19	-21.1%	
Non-Preventable Accidents	121	100	21.0%	
Internal Accidents	5	16	-68.8%	
External Accidents	131	103	27.2%	
Service Quality				
Bus Trip Completion Percentage	99.69%	98.88%	0.8%	99.9%
AccessRide Trip Denials	0	0	0.0%	0.0%
Miles Between Road Calls	6,434	4,655	38.2%	7,000
On-Time Performance				
Bus	84.41%	83.81%	0.6%	90.0%
Customer Care				
Passengers Carried Per Complaint				
Bus	7,482	7,361	1.6%	8,000
AccessRide	834	775	7.6%	950
Total Calls Received	183,253	188,061	-2.6%	
Percent of Calls Answered	96.40%	94.70%	1.8%	95.0%

MTA Operations Dashboard Glossary

Metric

Definitions

Ridership

Total Passengers

Bus

AccessRide (MTA)

AccessRide (Overflow/Taxi)

AccessRide Total

Total fixed route passenger boardings on all MTA operated services

Total paratransit passenger boardings on MTA vans

Total paratransit passenger boardings on 3rd party service providers

Total paratransit boardings (MTA vans and 3rd party service providers)

Passengers per Revenue Hour

Bus

AccessRide

Total Scheduled Revenue Hours

Total Cost Per Scheduled Revenue Hour of Service

Total fixed route passenger boardings divided by total scheduled fixed route revenue vehicle hours.

Total paratransit boardings on MTA vans divided by total scheduled paratransit revenue vehicle hours.

Total fixed route and paratransit scheduled revenue vehicle hours. Note: Revenue vehicle hours are total vehicle in-service hours excluding vehicle travel from the garage to the first timepoint (or pickup for paratransit) and from the last timepoint (or pickup) to the garage.

Total fully allocated cost to deliver service divided by the total scheduled revenue hours.

Safety

Miles Between Total Accidents

Miles Between Preventable Accidents

Preventable Accidents

Non-Preventable Accidents

Internal Accidents

External Accidents

Total number of miles travelled by all MTA revenue vehicles (fixed route and paratransit) divided by the total number of accidents.

Total number of miles travelled by all MTA revenue vehicles (fixed route and paratransit) divided by the total number of preventable accidents.

A motor vehicle collision, in which the Operator did not do everything reasonable to avoid a collision, committed an error or failed to react to the errors of others.

A motor vehicle collision in which the Operator committed no driving error and reacted reasonably to the errors of others.

A motor vehicle collision that occurs on Nestor or Myatt yard.

A motor vehicle collision that occurs outside of Nestor or Myatt yard.

Service Quality

Bus Trip Completion Percentage

Percentage of one-way fixed route revenue trips completed versus scheduled.

MTA Operations Dashboard Glossary

Metric	Definitons
AccessRide Trip Denials	Total number of paratransit trips that cannot be scheduled within one hour before or after the customer's requested pick-up time.
Miles Between Road Calls	Total number of miles travelled by all MTA revenue vehicles (fixed route and paratransit) divided by the total number of Road Calls. A Road Call is defined as any mechanical failure that is not resolved with a Bus Change Out (vehicle replacement that occurs at an MTA facility). *Future Definition*: Any delay in service of six minutes or greater that is the result of a mechanical failure, excludes farebox, flat tires and accidents. Bus and AccessRide metrics will be reported separately.
On-Time Performance	
Bus	Percentage of total scheduled fixed route timepoint departures occurring between 59 seconds early and 5 minutes 59 seconds late.
Customer Care	
Passengers Carried Per Complaint	
Bus	Total fixed route passengers divided by total fixed route customer complaints.
AccessRide	Total paratransit (MTA and 3rd Party service providers) passengers divided by total paratransit customer complaints.
Total Calls Received	
Percent of Calls Answered	Percentage of calls received that were answered. Unanswered calls are calls that are lost for any reason once in the customer call phone queue.

Highlighted items represent identified goals
 *Glossary definitions to begin with March 2017 data reporting

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE DISCUSSION ITEM

Item Number: OF-D-17-006

Meeting Date: 03/23/17

Item Title: MONTHLY FINANCIAL REPORT COMPARED TO BUDGET

BACKGROUND

Attached is a statement of operations for the month of January compared to budget and a balance sheet as of January 31, 2017.

CURRENT STATUS

Chief Financial Officer Ed Oliphant will review the statements at the committee meeting.

Approved:

Edward W. Oliphant

Chief Financial Officer

March 17, 2017

Date

Metropolitan Transit Authority
Statement of Operations Compared to Budget
For the Period Ending January 31, 2017
UNAUDITED

	Actual		Month		Month End		Prior Year		Actual		Budget		Y-T-D		F /		
	Month	Month	Budget	Variance	U	F /	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Variance	U	F /	U	
Revenue form Operations:																	
Passenger Fares	\$792,994	\$900,950		(\$107,956)	U		\$5,732,620	\$5,808,788	\$6,209,425	(\$400,637)	U	\$10,736,615					
Access Ride	73,532	83,410		(9,878)	U		521,438	505,068	534,460	(29,392)	U	940,950					
Contract Revenues	206,068	199,830		6,238	F		1,417,321	1,451,408	1,451,960	(552)	U	2,491,185					
Advertising	81,817	59,000		22,817	F		558,080	612,930	408,000	204,930	F	700,000					
Other Non-Trans Revenue	98,819	83,950		14,869	F		651,797	691,988	594,900	97,088	F	1,041,300					
Total Operating Revenue	1,253,230	1,327,140		(73,910)	U		8,881,256	9,070,182	9,198,745	(128,563)	U	15,910,050					
Federal/State/Local Income:																	
Local Assistance	2,500,000	1,500,000		1,000,000	F		28,250,000	33,750,000	32,263,600	1,486,400	F	42,013,600					
State Assistance	0	4,653,700		(4,653,700)	U		4,585,000	4,653,700	4,653,700	0	F	4,653,700					
Federal Assistance - CMAQ	157,841	149,600		8,241	F		1,120,735	1,113,015	1,101,120	11,895	F	1,900,000					
Federal Assistance - JARC/New Free	35,008	78,340		(43,332)	U		380,202	235,019	558,610	(323,591)	U	994,800					
Total Assistance Income	2,692,849	6,381,640		(3,688,791)	U		34,335,937	39,751,734	38,577,030	1,174,704	F	49,562,100					
Capital Revenue:																	
Capital Operating Reimbursement	0	0		0	F		0	0	0	0	F	8,693,940					
Capital ADA Reimbursement	0	0		0	F		0	0	0	0	F	2,500,000					
Total Capital Income	0	0		0	F		0	0	0	0	F	11,193,940					
Total Revenue	\$3,946,079	\$7,708,780		(\$3,762,701)	U		\$43,217,193	\$48,821,916	\$47,775,775	\$1,046,141	F	\$76,666,090					
Expenses from Operations:																	
Labor and Fringes	\$5,000,678	\$4,618,607		(\$382,071)	U		\$29,594,556	\$31,825,458	\$32,201,330	\$375,872	F	\$55,330,740					
Services	616,647	593,354		(23,293)	U		5,074,995	4,295,587	3,983,872	(311,715)	U	6,861,150					
Fuel	250,238	353,832		103,594	F		2,856,157	2,066,693	2,488,841	422,148	F	4,246,005					
Parts, Materials and Supplies	519,416	495,634		(23,782)	U		3,146,915	3,195,082	3,468,913	273,831	F	5,946,500					
Utilities	107,196	120,165		12,969	F		647,337	728,383	808,635	80,252	F	1,386,000					
Casualty and Liability	188,242	171,665		(16,577)	U		1,078,734	1,297,396	1,201,665	(95,731)	U	2,060,000					
Other	18,059	58,318		40,259	F		347,987	326,835	544,151	217,316	F	835,695					
Total Operating Expenses	6,700,476	6,411,575		(288,901)	U		42,746,681	43,735,434	44,697,407	961,973	F	76,666,090					
Surplus / (Deficit) before GASB 33	(\$2,754,397)	\$1,297,205		(\$4,051,602)	U		\$470,512	\$5,086,482	\$3,078,368	\$2,008,114	F	\$0					
Capital Grant Revenue	272,616			272,616	F		2,692,678	1,942,488		1,942,488	F	0					
Rental Income - MCC Amortization	49,167			49,167	F		344,169	344,169		344,169	F	0					
Depreciation	(1,145,673)			(1,145,673)	U		(9,139,776)	(9,356,638)		(9,356,638)	U	0					
Surplus / (Deficit)	(\$3,578,287)	\$1,297,205		(\$4,875,492)	U		(\$5,632,417)	(\$1,983,499)	\$3,076,368	(\$5,061,867)	U	\$0					

Metropolitan Transit Authority

Comparative Balance Sheets

	Month Ended January 31, 2017	Month Ended June 30, 2016
	(unaudited)	(audited)
CURRENT ASSETS		
Cash and cash equivalents	\$5,210,341	\$5,059,804
Receivables from federal, state and local government	3,177,742	4,543,177
Accounts receivable	1,576,396	1,304,145
Materials and supplies	2,699,459	2,557,325
Prepaid expense and other	827,870	734,269
Pension Deferred Outflow	6,255,597	6,255,597
Total Current Assets	19,747,405	20,454,317
PROPERTY AND EQUIPMENT		
Land	15,155,267	15,155,267
Building, shelter and benches	98,271,598	98,162,187
Revenue equipment and parts	120,232,134	119,985,539
Office furniture and equipment	3,949,326	3,805,885
Other	5,674,476	4,003,974
	243,282,801	241,112,852
Less: Accumulated Depreciation	(113,704,480)	(104,211,653)
Total Property and equipment, net	129,578,321	136,901,199
OTHER ASSETS		
Cash and investments for self-insurance and other	6,309,554	4,772,596
TOTAL ASSETS	\$155,635,280	\$162,128,112
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$1,695,804	\$2,881,475
Accrued expenses	5,907,125	5,517,064
Deferred revenue	45,158	44,296
Note Payable	0	4,500,000
Total Current Liabilities	7,648,087	12,942,835
NON-CURRENT LIABILITIES		
Deferred Revenue	9,393,300	9,737,469
Refundable Grants	5,242,416	3,750,231
Net Pension Liability	14,496,565	14,496,565
Pension Deferred Inflow	2,485,237	2,485,237
Net other postemployment benefits obligations	37,174,406	37,174,406
NET ASSETS		
Invested in capital assets	120,185,021	124,676,314
Reserve for capital purchases	737,747	737,747
Unrestricted	(39,744,000)	(32,422,980)
Current Year Surplus / (deficit)	(1,983,499)	(11,449,712)
Total Net Assets	79,195,269	81,541,369
TOTAL LIABILITIES AND NET ASSETS	\$155,635,280	\$162,128,112
Current Ratio	2.58	1.58
Quick Ratio	1.30	0.84
Working Capital	12,099,318	7,511,482

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE DISCUSSION ITEM

Item Number: OF-D-17-007

Meeting Date: 03/23/17

Item Title: COMPREHENSIVE FLEET MAINTENANCE PERFORMANCE ASSESSMENT

BACKGROUND

In November 2015, a comprehensive bus fleet maintenance audit was conducted by TRC Engineering Services, LLC. Since then, it has evolved into a phased working plan for transformation within the bus maintenance department at the Nashville Metropolitan Transit Authority (Nashville MTA). Based on the initial results from the 2015 audit, the maintenance department has initiated multiple strategies for enhancement, including manpower shifts, equipment purchase, documentation processes and training updates. To gain a better understanding of how we have performed over past year, Nashville MTA has renewed this independent audit practice with TRC and undergone a follow-up fleet assessment in November 2016. Understanding that we have continued progress on the horizon, we are pleased to report our annual progress results and updated action plan for improvement in bus maintenance.

CURRENT STATUS

Director of Maintenance Rick Dooley will present the 2016 Bus Maintenance Audit Update at the committee meeting.

Approved:



Chief Operating Officer

March 17, 2017

Date

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE DISCUSSION ITEM

Item Number: OF-D-17-008

Meeting Date: 03/23/17

Item Title: 2015-2016 OPERATOR RECRUITMENT DATA

BACKGROUND

At the December 2016 meeting, the Nashville Metropolitan Transit Authority (Nashville MTA) Board laid out six primary initiatives for the organization to focus on in 2017. Staffing was included as one of those initiatives. In our effort to better analyze the success of our recruitment efforts, particularly for operators, the Human Resources Department is beginning to review recruitment and retention data more closely. Going forward, we anticipate this data will help us develop more strategic recruitment plans including seasonal campaigns and outreach to various minority groups, veterans, and women.

CURRENT STATUS

Chief Administrative Officer Rita Roberts-Turner will discuss the operator new hire data for 2015 and 2016 at the meeting.

Approved:



Chief Administrative Officer

March 17, 2017

Date



New Initiatives & Community Engagement Committee Meeting Agenda

Nashville MTA Committee Meetings
Music City Central Meeting Room
400 Charlotte Ave., Nashville, TN 37219

Thursday, March 23, 2017

Committees begin meeting at 1:30 p.m.

The NICE Committee will immediately follow the Operations & Finance Committee

NICE

Committee

Janet Miller, Chair
Lewis Lavine

1. Call to Order
 2. Discussion Items
 3. Action Items
 - a. Program Management Consultant Team– Julie Navarrete, Chief Development Officer NICE-A-17-003
 - b. Comprehensive Operational Analysis– Julie Navarrete, Chief Development Officer NICE-A-17-004
 4. Other Business
 5. Adjourn
-

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE ACTION ITEM

Item Number: NICE-A-17-003

Meeting Date: 03/23/17

Item Title: PROGRAM MANAGEMENT CONSULTANT TEAM

BACKGROUND

To move the nMotion plan forward into project implementation, the Nashville Metropolitan Transit Authority (Nashville MTA) requires specialized program management expertise to assist with Corridor Development and Analysis, Infrastructure Design and Construction Management, Major Capital Project Funding/Financing, Major Investment Grant Management, and Program Implementation and Oversight.

A Request for Qualifications (RFQ) was advertised for a Program Management Consultant (PMC) to support Nashville MTA, the Regional Transportation Authority of Middle Tennessee (RTA), and Metro Nashville Public Works (PW) in these core functions. Consultants were invited to provide qualifications for each or all of the above categories. The RFQ stipulated that multiple firms or teams could be selected to provide these support functions in part or in whole.

Nashville MTA received qualifications from three consultant teams lead by HDR, CDM Smith, and Cambridge Systematics. The evaluation committee reviewed and scored the qualifications of all three teams on February 17, 2017. As a result of the review, the committee invited the HDR and CDM Smith teams to present to the evaluation committee on February 21, 2017.

Through the submitted qualifications and in-person presentations, both PMC teams demonstrated their understanding of the nMotion scope and their ability to support MTA with all the required core functions. Particular strengths that were noted by the evaluation committee included the HDR team's capacity to assess economic benefits from major capital projects and associated development as well as the breadth of team resources. CDM Smith team's strengths included local public outreach and national leadership on key transit topics such as financial planning strategies for federal projects. Overall, both firms had excellent qualifications to perform on all aspects of work anticipated to be tasked under PMC contract.

It is recommended that on-call, task-based PMC contracts be awarded to both the HDR and CDM Smith teams. Each contract would have an annual not-to-exceed value of \$4.5 million combined from all sources (Nashville MTA, RTA, and PW). The contract would be set for a three-year base term with two optional one-year extensions. Tasks will be negotiated and awarded based on review of negotiated costs and specific team qualifications and experience on the scope for each task.

Funding for each task will be identified through Local, State, and Federal funding sources and grants during development of the five-year Capital Plan. Individual tasks greater than \$500,000 awarded under each contract would require Board approval prior to authorization unless given prior approval through Board-adoption of the Capital Budget each year.

STAFF RECOMMENDATION

Based upon the results of the comprehensive solicitation and evaluation process, staff request that the committee seek approval from the Board to provide the Chief Executive Officer authority to enter into on-call, task-based PMC contracts with both the HDR and CDM Smith, each with an annual not-to-exceed value of \$4.5 million combined from all sources (Nashville MTA, RTA, and PW). The contract would be set for a three-year base term with two optional one-year extensions. Individual tasks greater than \$500,000 awarded under each contract would require Board approval prior to authorization unless given prior approval through adoption of the annual Capital Budget.

Total project award to each PMC team would not exceed \$22.5 million from all sources (Nashville MTA, RTA, and PW combined) over a five-year period.

Approved:



Chief Development Officer

March 17, 2017
Date

NASHVILLE METROPOLITAN TRANSIT AUTHORITY

OF NASHVILLE AND DAVIDSON COUNTY, TENNESSEE

COMMITTEE ACTION ITEM

Item Number: NICE-A-17-004

Meeting Date: 03/23/17

Item Title: COMPREHENSIVE OPERATIONAL ANALYSIS

BACKGROUND

The Comprehensive Operational Analysis (COA) is a key step to implementing nMotion recommendations for streamlined and more efficient service. Through the COA, the Nashville Metropolitan Transit Authority (Nashville MTA) will redesign the existing bus network to simplify and improve service using existing resources while also setting priorities for service expansion over the next five years. The COA will also include an analysis of operations that will identify changes to procedures, staffing, and facilities required for successful implementation of service changes. The process will include stakeholder and public outreach to both existing and potential transit users, soliciting input on network changes and educating the public on the project. Key nMotion recommendations central to this project include a establishing a frequent transit network and improving connections outside of Downtown within the new network structure. The end result will be an implementation strategy for service improvements over the next five years.

A Request for Proposals (RFP) was released on January 13, 2017, soliciting proposals from qualified transit analysis and policy firms to produce a COA. Five proposals were received and were found to be responsive and responsible according to the Request for Proposal (RFP) criteria set forth in the solicitation documentation.

The following responses were submitted:

FIRM	COST
Foursquare Integrated Transportation Planning, Inc.	\$348,318.00
Iknow LLC	\$483,133.00
Nelson/Nygaard Consulting Associates, Inc.	\$499,546.00
Parsons Brinckerhoff, Inc.	\$624,673.84*
Transportation Management & Design, Inc. (TMD)	\$521,778.00

**Parsons Brinckerhoff also proposed an optional effort for an additional cost of \$64,130.*

On February 17, 2017, the Evaluation Committee reviewed and scored submitted proposals. Based on this review, the committee asked Transportation Management & Design, Inc. and Foursquare Integrated Transportation Planning, Inc. to present their proposals in-person. On February 22, 2017, the Evaluation committee heard, reviewed, and scored presentations for both teams and unanimously determined that the firm exhibiting the most qualified experience and complete understanding of the needs detailed in the scope was Transportation Management & Design, Inc.

Funding in the amount of \$650,000 was identified to support this project and project-related contingencies from FTA 5307 Urbanized Area Formula Funds. This value is adequate to fund the base contract of \$521,778.

Based on the experience of the nMotion process, staff believes it is likely that additional analyses and outreach needs could be identified during the course of the study that may be necessary to ensure successful completion and adoption of system restructuring. The available Federal 5307 funding for this project includes a contingency of \$128,222 to cover this potential need.

Additionally, once the five-year strategy is adopted, Nashville MTA anticipates that there may be a need to retain the selected firm to assist in plan modification and oversight of implementation for up to an additional four years. Plan modifications could potentially include adjustments as various nMotion identified capital projects come online (i.e. neighborhood transit centers, secondary downtown hub, downtown priority routing, etc.). While many of these options will be accounted for in the original plan as possible, regional growth and funding changes from year to year make it reasonable to expect that the final plan will need to be flexible and adaptable. The selected firm for the original work is best suited to adapt the plan under emerging conditions. This would include options for up to four one-year extensions for continuing implementation assistance with a value not to exceed \$150,000 per year contingent on identification of funding.

STAFF RECOMMENDATION

Based upon the results of the comprehensive solicitation and evaluation process, staff request that the Committee seek approval from the Board to provide the Chief Executive Officer authority to enter into a contract with Transportation Management & Design, Inc. (TMD) in the amount of \$521,778 for the completion of a Comprehensive Operational Analysis. The term of the contract is anticipated to include an initial (12-month contract. Staff also requests approval for a contract contingency not to exceed \$128,222 to cover unanticipated needs within the existing scope of the proposal. This provides for a total initial contract value not to exceed \$650,000.

Additionally, staff request approval to negotiate and exercise up to four one-year extensions for ongoing oversight of implementation of the COA strategy with a value not to exceed \$150,000 per year (contingent on funding). This provides for a potential total contract value not to exceed \$1.25 million over the period of five years.

Approved:



Chief Development Officer

March 17, 2017

Date