

REQUEST FOR PROPOSAL FOR

National Operations Center of Excellence (NOCoE) Managing Director

From the American Association of State Highway and Transportation Officials

January 22, 2016

A. INTRODUCTION

The American Association of State Highway and Transportation Officials (AASHTO) invites bidders to submit proposals to this Request for Proposals for the requested National Operations Center of Excellence (NOCoE) Managing Director with performance from no later than May 15, 2016, to December 31, 2016, and with the provision of mutual annual renewal of the resultant contract. Questions of a technical or contractual nature about the contents of this RFP are due no later than COB February 19, 2016, to the attention of Mr. Strat Cavros, AASHTO Manager of Acquisitions, Contracts & Business Development (Contracts Manager), at scavros@aaashto.org. AASHTO will strive to answer questions and send those answers by e-mails to prospective bidders as an Amendment to the RFP by February 29, 2016. Proposals must be sent to Mr. Cavros no later than 4:00 PM EDT March 18, 2016. It is expected that AASHTO will make an award to the successful bidder no later than April 30, 2016.

B. STATEMENT OF WORK

Background

The NOCoE's origins date from August 2013 when AASHTO, the Institute of Transportation Engineers (ITE), and the Intelligent Transportation Society of America (ITSA) signed a memorandum of understanding (MOU) to work together with the Federal Highway Administration (FHWA) to complete a business plan for the creation and start-up operations for a National Operations Center of Excellence using the Cooperative Model as defined in NCHRP Report 298. Another MOU between the three associations was signed in April 2014 to outline joint roles and responsibilities, as well as the individual association roles and responsibilities for establishing the NOCoE. The NOCoE was successfully launched in January 2015 at the Annual Meeting of the Transportation Research Board (TRB) and begins its second year this month. During its first year the NOCOE completed an Outreach and Engagement and Technical Services Plan (TSP) and began the delivery of a broad array of technical services including a series of webinars and peer exchanges.

The key objectives of the NOCoE are as follows:

- Identify, collect, and disseminate best practice information and promote its application with the purpose of improving the operations outcomes of agencies charged with transportation systems management and operations and establishing the NOCoE as the resource for all such information;

- Expand Transportation Systems Management and Operations (TSM&O) knowledge and identify research gaps and needs;
- Support TSM&O community building through peer exchanges, communities of practice, and collaboration; and
- Assess the needs of the TSM&O community (both public and private), identify customer and client needs, and encourage collaboration across government, industry, and academic institutions.

The NOCoE has been designed to serve as a convenient one-stop access point to the complete range of SHRP2 Reliability products and other existing and new TSM&O information. This includes ensuring that the web platform is capable of hosting technical reports, tools, and resources from Strategic Highway Research Program 2 (SHRP2) Reliability projects, as well additional resources from other sources. The NOCoE and its web platform include key features based on TSM&O user input and a full-scale integration of National Transportation Operations Coalition (NTOC) previously housed and managed by ITE.

The NOCoE also administers a program of technical services, which focuses on selected high-priority technical areas and provides opportunities for capacity building through a series of webinars, peer exchanges, and other technical support activities funded by voluntary state DOT contributions to the AASHTO Operations Technical Service Program (AASHTO Operations TSP) and other available resources. The NOCoE's TSP identifies the range of programming planned and in the process of implementation since January 2015.

Funding for the NOCoE comes from FHWA through a cooperative agreement and from state departments of transportation through the AASHTO Operations TSP. Funding from FY 2015-2016 onward is expected to be \$800,000 annually (\$500,000 from FHWA plus \$300,000 from the AASHTO TSP). The NOCoE office is located adjacent to the AASHTO office in Washington, D.C., and relies on AASHTO for administrative, legal, contracting, and accounting support. The selected contractor will work out of the NOCoE office in Washington, D.C.

Education

A Bachelor of Science degree in engineering, management or a related field is preferred. Evidence of a higher degree of professional development is desirable. Professional registration and recognition is also desired whether in the field of transportation or management

Skill Requirements

A broad understanding of TSM&O and policy and program management is preferred. The incumbent should have an understanding of state and local department of transportation operations responsibilities, practices and policy issues. The incumbent should also have an understanding of city, county, metropolitan planning organization and industry operations responsibilities, practices and policy issues. The incumbent should understand and be able to convey the importance of effective knowledge capture, sharing and application, based on the intellectual and information capital that the Center is built on. The incumbent should possess strong project planning, budgeting and management skills; excellent written and oral communication skills; and strong interpersonal skills. The incumbent must be able to travel 50– 70 days per year.

Equally important is the incumbent's ability to work in an association management environment. This calls on him or her to be able to think strategically, navigate the association environment in which colleague organizations are involved in related matters affecting the TSM&O community, work with a board of directors, interact with the volunteers supportive of the NOCoE's agenda, and manage staff in a matrixed environment where they work for one or more associations in support of the NOCoE's mission and services.

Relevant Experience

- A minimum of ten years of progressively responsible, professional experience in the transportation sector with a focus on TSM&O preferred (in a public agency, private company providing such services, academic/research environment the focus of which is TSM&O related, or a non-profit association serving this field), with at least five years at the federal, state or local level is required'
- Knowledge of change management, performance and outcomes management, advocacy and marketing know-how to promote new approaches, and effective communications
- Appreciation for and experience with working with a volunteer Board and other advisory bodies
- Knowledge of and familiarity with federal, state, and local transportation agency rules, regulations, and operations
- Practical knowledge coordinating outreach, dissemination, and technology-transfer efforts, such as workshops, webinars, lead agency efforts, demonstration projects, and other activities
- Ability to understand and communicate information about the programs, products, and services of the NOCOE
- Project planning, organizational, and budgeting skills with a focus on developing and managing a sizeable budget
- Excellent written and oral communication skills
- Practical knowledge of and experience with Microsoft Office, including Word, Excel, and PowerPoint

NOCoE Managing Director Responsibilities

The cooperative agreement in place between AASHTO and the NOCoE with FHWA, requires completion of the tasks and deliverables listed below as derived from the Cooperative Agreement.

More detailed information will be made available to candidates for this position as we progress through the selection process. It is important to note that although these tasks represent specifics in the original cooperative agreement. Results from the first year of the NOCoE should inform the new Managing Director and provide him or her the basis to modify these tasks in the best interests of the TSM&O community.

The Managing Director will be responsible for the day-to-day activities listed below:

- With the guidance of the Board of Directors develop and maintain a strategic vision, mission with measurable goals for the NOCOE.
- Work with the Board of Directors to develop an annual budget and performance plan for the Center, and use that plan as the basis for monthly progress reporting to the NOCoE Board of

Directors on funding/expenses, program delivery status/results, stakeholder engagement, issues requiring resolution, and opportunities for new services.

- Review and approve any NOCoE proposed agreements and contracts (with AASHTO contract support).
- Serve as a visible and proactive spokesperson for the Center and its activities, get directly engaged in delivering services as appropriate, and champion the use of the Center's resources and services.
- Proactively engage the TSM&O community in NOCoE programs and activities, including defining priority focus areas for the Center.
- Develop and deliver the Center's program of services and activities as established with the Board of Directors and represented in the Technical Services and Outreach and Engagement Plans attached to this RFP. They include, but are not limited to peer exchanges, webinars, website services including its knowledge center, workshops, and training and education programs. These should include services that can be offered through the resources of AASHTO, ITE, and ITS America.
- Work closely with AASHTO, ITE, ITSA, FHWA, TRB, and other organizations to leverage the meetings and other related activities of these organizations to build support and awareness of the Center.
- Manage NOCoE staff, coordinate management of staff and website services provided by MOU partner associations with appropriate association executives and contracts for services provided by outside consultants.
- Report to the AASHTO Associate Program Director of Operations and work with that individual to ensure that all the required administrative support services are provided to the Center.
- Develop, propose, and implement approved internal operating policies and procedures for the NOCoE.

C. CONTRACT ADMINISTRATION DATA

These provisions will be made a part of the contract when it is fully executed (among several that may be included in the resultant contract).

Payment and Progress Reports

The Contractor shall prepare and submit monthly invoices for each calendar month indicating labor charges (including dates worked, hours worked billed in half hour increments, and hourly totals for the month), other direct costs as approved, and travel as approved. The Contractor must submit supporting cost detail, including receipts, to receive reimbursement for costs incurred. Invoices received by AASHTO more than 90 days after the work completion date may not be paid. It is the Contractor's responsibility to ensure that all work completed is invoiced within the allowed billing period.

The invoice shall be accompanied by a written progress report indicating:

- A clear and complete account of the work performed each month
- An outline of the work to be performed the next month, and

- A tabulation of the current and cumulative costs expended by month versus budgeted costs by task.

All invoices, expense vouchers and progress reports shall be submitted to AASHTO, attention of Strat Cavros, Contracts Manager at 444 North Capitol Street NW, Suite 249, Washington, DC 20001 or electronically to scavros@ashto.org. In addition, progress reports shall be submitted electronically to Gummada Murthy at gmurthy@ashto.org.

Payment to the Contractor in fulfillment of services under this agreement shall be subject to acceptance of all assigned services by AASHTO, and shall be subject to final audit by AASHTO of the time sheets and expense records reflecting services rendered. If accepted, AASHTO will remit payment within 60 calendar days of receipt of each invoice or voucher. If final audit has not been conducted within 90 days of delivery of the entire performance required by this agreement, AASHTO shall make final payment.

Travel and Per Diem

Travel and Per Diem authorized under this subcontract must be invoiced in accordance with the Government Travel Regulations currently in effect. Current per diem rates are listed at <http://www.gsa.gov/portal/category/21287>.

Travel requirements under this contract shall be met using the most economical form of transportation available. If economy class transportation is not available, higher class transportation shall be approved in advance by the AASHTO Contracts Manager, and the request for payment voucher must be submitted with justification for use of higher class travel indicating dates, times and flight numbers. All travel shall be scheduled sufficiently in advance to take advantage of offered discount rates, unless authorized by the AASHTO Contracts Manager.

D. CONTRACTOR TECHNICAL AND COST PROPOSAL CONTENT

Technical Proposal

The contractor's technical proposal shall be no more than 15 pages (Size 12 Font and 1" Margins) and include the following information:

1. Introduction- Bidder's name and contact information. Description of the bidder's interest and commitment to provide the NOCoE services being requested.
2. Personnel- Detailed biography of bidder with a focus on their knowledge and experience (may take the form of a resume).
3. Approach- Description of the bidder's approach to performing each numbered task responsibility.
4. References- Contact information for two appropriate transportation sector references familiar with your work.

Cost Proposal

The contractor's cost proposal shall be no more than 2 pages (Size 12 Font and 1" Margins) and include the following information:

1. Introduction- Bidder's name and contact information, cost summary and signature.
2. Labor and Other Direct Costs- Excel spreadsheet for each task showing breakdown and totals for person hours, labor costs (including base salary, overhead, fringe and profit, if any), and any anticipated other direct costs (e.g., travel costs).
3. Cost Control and Invoicing- Bidder's approach for controlling cost and insuring timely submission of invoices.

The anticipated timeline for the resultant contract is no later than May 15, 2016 to December 31, 2016 with provision for mutual annual renewal by both parties.

NOTE: The Contractor Budget shall not exceed \$175,000 per annum.

E. PROPOSAL RANKING/SELECTION CRITERIA

The following criteria will be used to make award to the successful bidder in descending order of importance:

1. Technical Approach
2. Qualifications and Experience of Bidder Proposed
3. Cost