SUMMARY STATEMENT

ITEM NO.: DRPA-16-030            SUBJECT: Strategic Planning
                                      Facilitation and Advisory Services

COMMITTEE:                          New Business

COMMITTEE DATE:                     N/A

BOARD ACTION DATE:                  February 17, 2016

PROPOSAL:                           That the Board authorizes staff to negotiate an agreement with
                                      VantagePoint Associates based in Philadelphia, to advise and assist the
                                      Authority in the planning and facilitation of a series of strategic planning
                                      sessions and the preparation of a five-year strategic plan that reflects the
                                      strategic priorities of the Board of Commissioners and management,
                                      includes broad-based stakeholder input, emphasizes implementation
                                      and performance metrics, and that is in alignment with the Authority’s
                                      planning and budgeting processes.

Amount:                             Not to exceed $190,446

Consultant:                        VantagePoint Associates

Other Consultants:                 Demosophia LLC
                                      JJA Consultants
                                      Management Partners, Inc.
                                      Maverick & Boutique
                                      Transpro Consulting LLC
                                      TransTech Management
                                      WSP Parsons Brinkerhoff

PURPOSE:                            The Authority is committed to using the strategic planning process to
                                      facilitate an open dialogue and to build community among the Board,
                                      staff and other stakeholders. The plan will be used to ensure continuity
                                      in decision making and resource allocation and to move us toward
                                      realizing the organization’s vision.

                                      Through the strategic planning process the Authority seeks to become
                                      more effective at strategy formulation and implementation and in
                                      ensuring alignment across all divisions through the integration of the
                                      strategic planning and budgeting processes with measurement and
                                      accountability systems.

BACKGROUND:                        The Authority regards stewardship and public service as the root of its
                                      mission and purpose. As stewards of important transportation assets
that the Authority holds in trust for the public, it is committed to operating transportation services and facilities safety, efficiently, and in a manner that creates value for the public it serves.

The Authority is succeeding in accomplishing its mission and is steadfast in its efforts to build even greater capacity to improve and sustain the quality and efficiency of the services we deliver.

To accomplish this, the Authority desires to systematically evaluate how it meets the needs and expectations of its customers and stakeholders and how best to strategically address the critical challenges it faces such as succession planning and workforce development, maintaining and improving aging transportation infrastructure, and increased public demand for transparency and accountability.

The Authority believes that a wide-ranging strategic planning process is the most effective systematic approach to define the critical issues, set its strategic direction for the future and identify strategic priorities that are essential to achieving its stewardship mission and vision and that ensure effective governance and decision making.

Toward this end, in December 2015, the Authority publically advertised its intent to retain a consultant to support the DRPA’s efforts to develop a strategic planning process. Eight (8) firms submitted proposals on January 22, 2016. A Proposal Evaluation Committee of five (5) evaluated the proposals against the evaluation criteria and VantagePoint Associates was the highest ranked firm.

VantagePoint Associates is a local firm based in Philadelphia. Founded in 2002, VantagePoint is co-owned by principals Arlene Friner and Walt Desiderio. Ms. Friner is the proposed project manager and will be responsible for overall planning and implementation support processes. She was formerly the Executive Vice President and Chief Financial Officer at Amtrak. Mr. Desiderio formerly held positions as Vice President, Finance and Chief Finance Officer of Amtrak’s Northeast Corridor. He will lead the planning and analytical efforts related to the financial components of the strategy.

The team proposed for this engagement also includes two subcontractor firms: Econsult Solutions, Inc. based in Philadelphia, and Global Synergies, LLC, of Merion Station, PA. Stephen Mullin, President and
Principal of Econsult will lead the facilitation of the Board and management planning sessions and the development of the strategic plan. Carol Smith, Principal at Global Solutions will be the lead for public outreach and external focus groups.

Together, this particular team possesses broad Transportation experience with consultants who have held peer level positions in organizations similar to DRPA and PATCO such as Amtrak, DVRPC, City of Philadelphia and PECO. They have also conducted similar engagements for the Pennsylvania Transportation Funding & Reform Commission, PennDOT, Columbia University (aligning budgets with strategic plans), SEPTA, Montgomery County, Pennsylvania Convention Center Authority, VISIT Philadelphia and the City of Philadelphia.

Vantage Point’s proposal was extremely comprehensive and clearly and specifically delineated tasks including accountability systems and budget alignment. They recommend employing the balanced scorecard approach in the Authority’s planning process to ensure that strategic objectives, performance measures and capital investment decisions are determined by a broad set of financial, operational, customer and organizational capacity factors or perspectives. This will also ensure the strategic plan is a “living document” guiding the actions of the DRPA on an ongoing basis rather than a static snapshot in time.

The competitive selection process was qualifications-based and while price was included as part of the weighted proposal evaluation criteria several firms included option pricing as respondents were encouraged to propose additional or alternative phases or approaches based on their experience and success with comparable engagements with similar organizations.

The Proposal Evaluation Committee found VantagePoint Associates pricing to be fair and reasonable based on their proposed alternative scope of work and phasing which we found to be the most comprehensive and efficient of all the proposals.
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<tr>
<th>SUMMARY:</th>
<th>Strategic Planning Facilitation and Advisory Services</th>
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<tbody>
<tr>
<td>Amount:</td>
<td>$190,446</td>
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<tr>
<td>Source of Funds:</td>
<td>General Fund</td>
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<tr>
<td>Capital Project #:</td>
<td>N/A</td>
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<td>Operating Budget:</td>
<td>2016</td>
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<td>Master Plan Status:</td>
<td>N/A</td>
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<td>Other Fund Sources:</td>
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<td>Duration of Contract:</td>
<td>12 months</td>
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<td>Other Parties Involved:</td>
<td>N/A</td>
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RESOLUTION

RESOLVED: That the Board authorizes staff to negotiate an agreement with VantagePoint Associates based in Philadelphia, to advise and assist the Authority in the planning and facilitation of a series of strategic planning sessions and the preparation of a five-year strategic plan that reflects the strategic priorities of the Board of Commissioners and management, includes broad-based stakeholder input, emphasizes implementation and performance metrics, and that is in alignment with the Authority’s planning and budgeting processes.

RESOLVED: The Chair, Vice Chair and the Chief Executive Officer must approve and are hereby authorized to approve and execute all necessary agreements, contracts, or other documents on behalf of the DRPA. If such agreements, contracts, or other documents have been approved by the Chair, Vice Chair and Chief Executive Officer and if thereafter either the Chair or Vice Chair is absent or unavailable, the remaining Officer may execute the said document(s) on behalf of the DRPA along with the Chief Executive Officer. If both the Chair and Vice Chair are absent or unavailable, and if it is necessary to execute the said document(s) while they are absent or unavailable, then the Chief Executive Officer shall execute such documents on behalf of the DRPA.

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Source of Funds: General Fund
Capital Project #: N/A
Operating Budget: 2016
Master Plan Status: N/A
Other Fund Sources: N/A
Duration of Contract: 12 months
Other Parties Involved: N/A