

Metropolitan Transportation Commission
Administration Committee

July 9, 2025

Agenda Item 2d-25-0832

**Contract (Sole Source) – MTC CARE: Power-Building and Engagement (Pb+E) Program
Management and Technical Assistance – Ground Works Consulting (\$3,500,000)**

Subject:

Authorization to negotiate and enter into a contract, on a sole source basis, with Ground Works Consulting (GWC) in an amount not to exceed \$3,500,000 to provide regional technical assistance and program management for MTC's Community Action Resource and Empowerment (CARE) Power-building and Engagement (Pb+E) program to support Bay Area community-based organizations, local jurisdictions, and other eligible entities. Of the \$3,500,000, \$1,170,000 will be encumbered at contract execution. The remaining \$2,330,000 will be encumbered into the agreement via contract amendments, contingent upon approval of the project list by the Commission.

Background:

MTC's CARE Program, the successor to the Lifeline Transportation Program, was established in November 2023 via MTC Resolution No. 4604 to support three program categories: transportation-based capacity power-building and engagement (Pb+E), technical assistance, and participatory budgeting for Equity Priority Communities and similar designations in the nine-county Bay Area region. The target programming amount for CARE Cycle 1 is \$21.5 million, which includes a mix of federal One Bay Grant (\$18.5 million in OBAG 3) and \$3 million in one-time Regional Early Action Program (REAP 2.0) funds. REAP 2.0 funds must be expended by December 31, 2026, with projects completed by June 2027. This contract supports delivery of the Pb+E category.

CARE Cycle 1: Power-building + Engagement (Category 3, Pb+E):

CARE Cycle 1: Pb+E, funded with \$2 million in REAP 2.0 and \$1.5 million in MTC Exchange funds, is the first of the CARE program categories moving forward with a competitive Call for Applications/Projects this summer. Grants will support regional priorities and benefit community-based organizations (CBO). The Pb+E Program will engage diverse community groups from across the Bay Area in activities that accomplish the following goals: build

community leadership and capacity in housing and transportation, facilitate inclusive multi-sector collaboration, and implement neighborhood-level resilient community solutions that advance regional strategies. The goals will be advanced through direct project funding, technical assistance, training opportunities, peer learning, expert coaching, and connection to tools and information materials. Program components include:

- **Grant Program.** Approximately 15 projects will be selected through a competitive application process. They include Capacity Building (\$50,000 per project), Multi-Sector Partnership and Collaboration Development (\$100,000 per project) and Community Projects (\$250,000 per project). Grantee teams will meet in-person at two convenings that take place during the grant period.
- **Learning Lab Fellowship Program.** Fellows from up to 20 organizations will be selected through a competitive application process to participate in one of two Learning Labs and receive a stipend of \$20,000 per organization. Fellows will receive coaching, technical assistance, and targeted training to support the development of projects that advance Pb+E goals. Learning Lab Fellows may represent community groups who are not yet ready to apply for project funding.

Procurement:

Ground Works Consulting (GWC), a Disadvantaged Business Enterprise (DBE), was a subcontractor to a Prime that was selected from a competitive procurement and qualified for the 2021 Regional Equity Bench (“Bench”), which was approved by the MTC Administration Committee in May 2021. Additionally, Ground Works was awarded a contract under informal procurement to support the CARE Community Advisory Working Group that laid the foundation for power- building engagement. Based on this history with CARE, their qualifications and experience, DBE status and the limited schedule with the REAP grant, awarding this contract on a sole source basis provides value to the agency and the program. GWC and its subconsultants’ Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) status are shown in Attachment A.

The GWC contract is proposed to be encumbered in three stages. The initial contract will be for \$1,170,000 to support project development, technical assistance, and program administration for the two program components. After grant project selection, \$1,300,000 will be added to the contract contingent upon Commission approval of grant projects. Finally, \$1,030,000 will be added to the contract contingent upon Commission approval of Learning Lab fellows and a second round of grant projects. Under the oversight of the MTC project manager, GWC will administer the Pb+E program.

Issues:

HCD REAP 2.0 Expenditure Schedule - The \$2 million in REAP funds are required to be fully expended by HCD's deadline of December 31, 2026. A Prime Consultant model is being utilized to meet this deadline, minimize risk, and provide technical support to CBOs.

Recommendations:

Authorize the Executive Director to negotiate and execute a contract with Ground Works Consulting in an amount not to exceed \$3,500,000 to provide regional technical assistance and program management for MTC's CARE Program: Power-building and Engagement to support Bay Area community-based organizations, local jurisdictions, and other eligible entities. The term of the contract will be August 1, 2025, to December 31, 2027.

Attachments:

- Attachment A – Disadvantaged Business Enterprise and Small Business Enterprise Status
- Request for Committee Approval – Summary of Proposed Contract



Andrew B. Fremier

Attachment A

Disadvantaged Business Enterprise and Small Business Enterprise Status

	Firm Name	Role on Project	SBE** Yes / No	DBE Yes / No
Prime Contractor	Ground Works Consulting	CARE Power-building and Engagement: Program Management, Administration and Technical Assistance Provider	No	Yes

	Firm Name	SBE** Yes / No	DBE Yes / No
Subconsultants	Adriane Harris, HarCo Consulting	No	No
	Ann Cheng Consulting, LLC	Yes	Yes
	Avery Staton	No	No
	Beth Altshuler Munoz Consulting, Inc.	Yes	No
	CivicWell	No	No
	Communities in Collaboration	No	No
	Eric McDonnell, Peacock Partners LLC	Yes	Yes
	Esther Kim Consulting	Yes	No
	Farallon Strategies	Yes	No

Health in Partnership (formerly Human Impact Partners)	No	No
Jen Lewis-Walden, Co>Create Health	No	No
Jesselle Miura, JM Squared Consulting	No	No
Kay Fernandez Smith	No	No
Mirella Rangel, Colibri Collaborative	Yes	Yes
Naomi Doerner, Equivolve Consulting	No	No
Onside Partners	No	No
Othering & Belonging Institute, UC Berkeley	No	No
Regina Cannon, ARC4 Justice	No	No
Rio Holaday	No	No
RogueMark Studios	No	No
Urban Habitat	No	No

*Denotes certification by the California Unified Certification Program (CUCP).

**Denotes certification by the State of California.

Request for Committee Approval

Summary of Proposed Contract

Work Item No.:	1310
Consultant:	Ground Works Consulting Oakland, CA
Work Project Title:	MTC CARE: Power-Building and Engagement (Pb+E) Program Management and Technical Assistance
Purpose of Project:	Provide program management, administration and technical assistance to Bay Area community-based organizations and/or jurisdictions.
Brief Scope of Work:	Regional power-building and engagement program administration and technical assistance to support Bay Area community-based organizations and/or jurisdictions in the implementation of policies and programs identified in MTC's Community Action Resource and Empowerment (CARE) program MTC Res. 4604.
Project Cost Not to Exceed:	\$3,500,000
Funding Source:	\$2,000,000 Regional Early Action Planning Grant 2 (REAP 2.0) and \$1,500,000 MTC Exchange 24398919
Fiscal Impact:	MTC will include \$3,500,000 in the FY25-26 agency budget.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Ground Works Consulting for regional program management, administration and technical assistance in three stages as described above and in the Administration Committee Summary Sheet dated July 9, 2025 and that the Chief Financial Officer is authorized to set aside \$3,500,000 for such contract.
Administration Committee:	<hr/> Amber Manfree, Vice Chair
Approved:	July 9, 2025