

# **Metro**

*Los Angeles County Metropolitan Transportation Authority  
One Gateway Plaza  
3rd Floor Board Room  
Los Angeles, CA*



## **Agenda - Final**

**Thursday, June 21, 2018**

**11:30 AM**

**One Gateway Plaza, Los Angeles, CA 90012,  
3rd Floor, Metro Board Room**

### **Ad Hoc Congestion, Highway and Roads Committee**

*Janice Hahn, Chair*

*John Fasana, Vice Chair*

*Kathryn Barger*

*Jacquelyn Dupont-Walker*

*Ara Najarian*

*Carrie Bowen, non-voting member*

*Phillip A. Washington, Chief Executive Officer*

## **METROPOLITAN TRANSPORTATION AUTHORITY BOARD RULES**

### **(ALSO APPLIES TO BOARD COMMITTEES)**

#### **PUBLIC INPUT**

A member of the public may address the Board on agenda items, before or during the Board or Committee's consideration of the item for one (1) minute per item, or at the discretion of the Chair. A request to address the Board should be submitted in person at the meeting to the Board Secretary. Individuals requesting to speak on more than three (3) agenda items will be allowed to speak up to a maximum of three (3) minutes per meeting. For individuals requiring translation service, time allowed will be doubled.

Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

The public may also address the Board on non-agenda items within the subject matter jurisdiction of the Board during the public comment period, which will be held at the beginning and/or end of each meeting. Each person will be allowed to speak for up to three (3) minutes per meeting and may speak no more than once during the Public Comment period. Speakers will be called according to the order in which the speaker request forms are received. Elected officials, not their staff or deputies, may be called out of order and prior to the Board's consideration of the relevant item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

**CONDUCT IN THE BOARD ROOM** - The following rules pertain to conduct at Metropolitan Transportation Authority meetings:

**REMOVAL FROM THE BOARD ROOM** The Chair shall order removed from the Board Room any person who commits the following acts with respect to any meeting of the MTA Board:

- a. Disorderly behavior toward the Board or any member of the staff thereof, tending to interrupt the due and orderly course of said meeting.
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

#### **INFORMATION RELATING TO AGENDAS AND ACTIONS OF THE BOARD**

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General Information/Rules of the Board - (213) 922-4600

Internet Access to Agendas - [www.metro.net](http://www.metro.net)

TDD line (800) 252-9040

**NOTE: ACTION MAY BE TAKEN ON ANY ITEM IDENTIFIED ON THE AGENDA**

**CALL TO ORDER****ROLL CALL**

- 51. SUBJECT: FREIGHT ADVANCED TRAVELER INFORMATION  
SYSTEM (FRATIS) MODERNIZATION**

[2018-0183](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a four year, firm fixed price Contract No. PS48950000 to Cambridge Systematics, Inc. for professional services in an amount not to exceed \$5,489,479.96, for the Freight Advanced Traveler Information System (FRATIS) Modernization project, subject to resolution of protest(s), if any.

**Attachments:** [Attachment A - Procurement Summary.pdf](#)  
[Attachment B - DEOD Summary.pdf](#)  
[Presentation](#)

- 52. SUBJECT: I-710 SOUTH CORRIDOR PROJECT**

[2018-0146](#)**RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to execute Modification No. 22 to Contract No. PS4340-1939 with URS Corporation (an AECOM Entity) to finalize the engineering and environmental work for the I-710 South Corridor Project in the not-to-exceed amount of \$7,249,919, increasing the total contract value from \$50,923,799 to \$58,173,718; and
- B. INCREASING Contract Modification Authority (CMA) to cover the cost of any unforeseen issues that may arise during the performance of the Contract in the amount of \$724,992; increasing the total CMA amount from \$2,521,000 to \$3,245,992.

**Attachments:** [Attachment A Procurement Summary1.pdf](#)  
[Attachment B Change Order Log.pdf](#)  
[Attachment C - DEOD Summary](#)  
[Attachment D - February 2018 Board Motions](#)

- 53. SUBJECT: METRO EXPRESSLANES - ROADSIDE TOLL  
COLLECTION SYSTEM**

[2018-0234](#)**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award firm fixed price Contract No. PS44478000 to Conduent State & Local Solutions, Inc. for implementing and

maintaining an ExpressLanes roadside toll collection system in the amount of \$40,872,209 for the eight-year base period, with two, three-year options, in the amounts of \$9,244,429 and \$8,859,200, respectively, for a total of \$58,975,838, subject to resolution of protest(s), if any.

**Attachments:**    [Attachment A - Procurement Summary](#)  
                          [Attachment B - DEOD Summary](#)  
                          [Presentation](#)

**54. SUBJECT:    CONSULTANT SUPPORT FOR EXPRESSLANES OPERATIONS**

[2018-0266](#)

**RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award a six-year, cost reimbursable plus fixed fee Contract No. PS48720000 to Cambria Solutions, Inc. (Cambria) in an amount not to exceed \$8,969,941.94 for Consultant Support services for ExpressLanes Operations, subject to resolution of protest(s), if any.

**Attachments:**    [Attachment A - Procurement Summary.pdf](#)  
                          [Attachment B - DEOD Summary.pdf](#)  
                          [Presentation](#)

**SUBJECT:    GENERAL PUBLIC COMMENT**

[2018-0380](#)

**GENERAL PUBLIC COMMENT**

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

**COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION**

**Adjournment**



## Board Report

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**File #:** 2018-0183, **File Type:** Contract**Agenda Number:** 51.

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**AD HOC CONGESTION, HIGHWAY AND ROADS COMMITTEE  
JUNE 21, 2018****SUBJECT: FREIGHT ADVANCED TRAVELER INFORMATION  
SYSTEM (FRATIS) MODERNIZATION****ACTION: AWARD CONTRACT****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a four year, firm fixed price Contract No. PS48950000 to Cambridge Systematics, Inc. for professional services in an amount not to exceed \$5,489,479.96, for the Freight Advanced Traveler Information System (FRATIS) Modernization project, subject to resolution of protest(s), if any.

**ISSUE**

In October 2017, staff informed the Board that Metro received a grant through the Federal Highway Administration (FHWA) Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) Program. On December 15, 2017, Metro entered into a cooperative agreement with FHWA and the California Department of Transportation (Caltrans) to secure the grant funds. Funds were authorized in March 2018. Upon approval by the Board, staff will execute the contract with the consultant and formally initiate the planning phase of the project.

**BACKGROUND**

The Port of Los Angeles (POLA) and the Port of Long Beach (POLB) collectively comprise the largest goods movement complex in North America, handling 40 percent of the nation's import traffic and 25 percent of the nation's export traffic. This volume of freight and the associated truck traffic is expected to more than double by 2035, resulting in severe congestion problems, including truck trip delays in and near the ports, as well as general traffic congestion on metropolitan area highways and arterials. This increased truck traffic and roadway congestion also generates negative regional impacts on air quality, noise, safety, and economic competitiveness.

Due to this congestion and air quality issues, Metro and Gateway Cities Council of Governments (GCCOG), identified drayage optimization applications, such as FRATIS, as a top priority to increase the efficiency of container movement. FRATIS provides trucking companies the ability to efficiently plan daily container pick-ups and drop-offs at the ports. These applications can reduce truck congestion, improve air quality, and lower the use of fossil fuel in the Los Angeles region. FHWA has

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invested in two pilot projects for FRATIS in POLA and POLB in the past five years.

In June 2016, Metro Highway Program applied for the ATCMTD Program grants to expand and enhance FRATIS. In October 2016, Metro was selected as one of the eight successful national recipients for the ATCMTD Program funds. As part of this project, Metro is seeking to modernize and enhance the FRATIS platform that has been developed to date and explore connected vehicle technologies for freight trucks. Metro plans to leverage the concepts from previous phases of FRATIS to modernize and enhance the FRATIS platform and increase the number of active marine terminal operators (MTOs), trucking companies, and other stakeholder users. The enhancement of FRATIS will result in more efficient movement of goods in and around the ports and along the I-710 South corridor. Evaluation of FRATIS has demonstrated a reduction in trip time, reduction in stop time, and improvement in trip time reliability.

The project will follow the systems engineering process, as required by FHWA for Intelligent Transportation System (ITS) and technology projects. The selected contractor will prepare all the necessary reports, designs, and tests identified in the systems engineering requirements for review and approval by FHWA and Caltrans. Staff anticipates the project will take approximately 24 months for deployment and 24 months of performance monitoring and evaluation.

The FRATIS project is identified in the Board approved Measure R I-710 South Early Action project list in the amount of \$3,000,000, which is being used as the matching funds for the ATCMTD Program grant. The total project budget, including the ATCMTD grant, is \$6,000,000.

Metro, FHWA, and Caltrans entered into a cooperative agreement on December 15, 2017 to secure the grant funds and identify Metro's responsibilities. In addition, Metro obtained Authorization to Proceed (E-76) on March 8, 2018.

### **DETERMINATION OF SAFETY IMPACT**

Approval of this item will have no adverse impact on the safety of Metro's patrons and employees.

### **FINANCIAL IMPACT**

Funding for the FRATIS project will be comprised of \$3,000,000 from FHWA ATCMTD Program grant matched with \$3,000,000 in Measure R I-710 South Early Action funds for a total project budget of \$6,000,000. For FY19, \$800,000 has been budgeted in Project 460316 (I-710 South Early Action Projects), Cost Center 4740 (Highway Program ITS), Account 50316 (Prof Tech Services).

Since this is a multi-year project, the Project Manager, the Cost Center Manager, and the Senior Executive Officer, Program Management - Highway Program will be responsible for budgeting costs in future years up to the approved Life of Project budget.

#### **Impact to Budget:**

The source of funds for the Project is Measure R Highway Capital (20%) funds and FHWA ATCMTD

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Program funds. These funds are not eligible for bus or rail operations and are specific for this project. No other funds were considered.

### **ALTERNATIVES CONSIDERED**

No other practical alternative is available. The Fixing America's Surface Transportation (FAST) Act and the ATCMTD program have strict reporting requirements on the progress of the grant project. In addition, the cooperative agreement states that the project will be deployed and operated by July 2020. Delaying contract award would impact the implementation of the project, and may lead to the deobligation of the federal grant funds.

### **NEXT STEPS**

Upon approval by the Board, staff will execute the contract with Cambridge Systematics, Inc. and begin the planning studies and stakeholder coordination for the project.

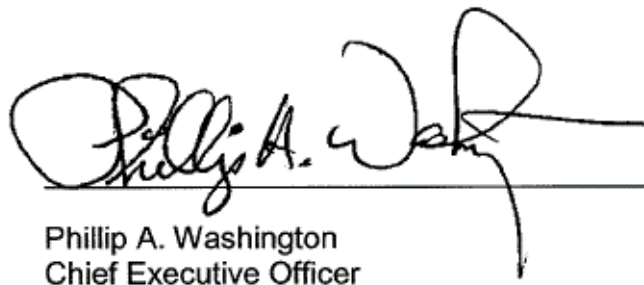
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Edward Alegre, Senior Manager, (213) 418-3287  
Steven Gota, Deputy Executive Officer, (213) 922-3043  
Abdollah Ansari, Senior Executive Officer, (213) 922-4781

Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051  
Richard F. Clarke, Chief Program Management Officer, (213) 922-7557



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Phillip A. Washington  
Chief Executive Officer



## PROCUREMENT SUMMARY

FREIGHT ADVANCED TRAVELER INFORMATION  
SYSTEM (FRATIS) MODERNIZATION/PS48950000

1.	<b>Contract Number:</b> PS48950000	
2.	<b>Recommended Vendor:</b> Cambridge Systematics, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 12/27/17	
	<b>B. Advertised/Publicized:</b> 12/27/17	
	<b>C. Pre-Proposal Conference:</b> 01/08/18	
	<b>D. Proposals Due:</b> 02/14/18	
	<b>E. Pre-Qualification Completed:</b> 02/21/18	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 02/21/18	
	<b>G. Protest Period End Date:</b> 06/22/18	
5.	<b>Solicitations Picked up/Downloaded:</b> 76	<b>Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Andrew Conriquez	<b>Telephone Number:</b> (213) 922-3528
7.	<b>Project Manager:</b> Edward Alegre	<b>Telephone Number:</b> (213) 418-3287

**A. Procurement Background**

This Board Action is to approve Contract No. PS48950000 issued in support of the Freight Advanced Traveler Information System (FRATIS) Modernization Project. Board approval of contract awards are subject to resolution of any properly submitted protest.

The Request for Proposal (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price.

Two amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on January 25, 2018, updated the Letter of Invitation, Section LOI-01: Notice of Invitation updated the requested number of proposal hard copies and electronic copies at time of submission;
- Amendment No. 2, issued on January 30, 2018, extended the proposal due date to February 14, 2018.

A pre-proposal conference was held on January 8, 2018 and was attended by 24 people representing 16 companies. There were 13 questions submitted and responses were released prior to the proposal due date.

A total of 76 firms downloaded the RFP and were included in the planholders list. On February 14, 2018, two proposals were received in response to the RFP.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro Highway Programs was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |  |            |
|--|------------|
| • Experience and Qualifications of Firm                        | 20 percent |
| • Project Manager, Key Staff, Team Experience and Availability | 30 percent |
| • Understanding of the Work and Approach                       | 40 percent |
| • Cost   | 10 percent |

Several factors were considered when developing these weights, giving the greatest importance to Understanding of the Work and Approach.

Both proposals were determined to be within the competitive range and the firms are listed below in alphabetical order:

1. Cambridge Systematics, Inc.
2. ITS Roads

During the week of March 5, 2018, the PET met and interviewed the firms. The firm's project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. In general, each team's presentation addressed the requirements of the RFP, experience with all aspects of the required tasks, and stressed each firm's commitment to the success of the project. Also, each team highlighted its staffing plans, work plans, and perceived project issues. Each team was asked questions relative to each firm's proposed alternatives and previous experience.

At the conclusion of the evaluation process including oral presentations, Cambridge Systematics Inc. was determined to be the highest qualified firm in support of this project.

### **Qualifications Summary of Firms within the Competitive Range:**

#### **Cambridge Systematics, Inc.**

Cambridge Systematics, Inc. is internationally recognized for state-of-the-industry data, models and forecasts for some of the world's most challenging and visible transportation projects.

The Cambridge Systematics, Inc. team has experience in Intelligent Transportation Systems (ITS), connected/automated vehicles (C/AV), freight operations and logistics, and system performance measurement. Also, Cambridge Systematics and its sub-consultants displayed extensive local knowledge and experience of the Los Angeles region.

Cambridge Systematics, Inc. led the Los Angeles Gateway Cities Technology Plan for Goods Movement, a study that explored how emerging technologies could improve the efficiency of goods movement with the areas of the ports. In 2013, Cambridge Systematics led the first FRATIS prototype in the nation for the United States Department of Transportation (USDOT) for the Los Angeles area.

In addition, Cambridge Systematics, Inc. deployed a FRATIS system in South Florida that consisted of an emergency response tool that provided notifications based upon road closures, port conditions, and status of supplies at emergency depots after natural disasters.

### **ITS Roads**

ITS Roads is a privately-held company founded in 2015 that provides engineering, design, consulting, and oversight services for various groups to create innovative solutions, overhaul legacy systems, and extend product lifecycles.

The ITS Roads team has more than two decades of experience innovating and building large-scale freight, tolling, and enforcement systems and has unique expertise from nearly a decade of work with USDOT crafting federal Connected and Automated Vehicle (C/AV) policies and technical guidance.

The ITS Roads team demonstrated experience in areas of ITS, connected/automated vehicles, freight operations and logistics, and systems engineering. The ITS Roads team has some local experience in the Los Angeles region through its sub-consultants. ITS Roads has not managed a contract of a similar size to the FRATIS Modernization Project.

Table below provides the scores in order of rank.

	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>1</b>	<b>Cambridge Systematics Inc.</b>				
<b>2</b>	Experience and Qualifications of Firm	90.83	20.00%	18.17	
<b>3</b>	Project Manager, Key Staff, Team Experience and Availability	86.44	30.00%	25.93	
<b>4</b>	Understanding of Work and Approach	88.83	40.00%	35.53	

5	Cost	100.00	10.00%	10.00	
6	<b>Total</b>		<b>100.00%</b>	<b>89.63</b>	<b>1</b>
7	<b>ITS Roads</b>				
8	Experience and Qualifications of Firm	75.50	20.00%	15.10	
9	Project Manager, Key Staff, Team Experience and Availability	81.44	30.00%	24.43	
10	Understanding of Work and Approach	81.17	40.00%	32.47	
11	Cost	97.00	10.00%	9.70	
12	<b>Total</b>		<b>100.00%</b>	<b>81.70</b>	<b>2</b>

### C. Price Analysis

The recommended price has been determined to be fair and reasonable based upon price analysis, technical analysis, fact finding and negotiations.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Award Amount</b>
1.	Cambridge Systematics Inc.	\$5,489,479.96	\$5,526,990	\$5,489,479.96
2.	ITS Roads	\$5,712,951.87	\$5,526,990	N/A

### D. Background on Recommended Contractor

The recommended firm, Cambridge Systematics, Inc., located in Medford, MA, has been in business since 1972 and has an office in the Los Angeles area. Cambridge Systematics, Inc. specializes in transportation, development, implementation, planning, analysis and technology applications. Cambridge Systematics' personnel have over 20 years of transportation experience and the firm is recognized nationally and locally for intermodal freight transportation planning, systems engineering, implementation, modeling and analysis expertise. In addition, the project manager has 29 years of experience in transportation projects and led the national development of the system requirements for USDOT FRATIS. The Cambridge Systematics team has extensive experience working with the local stakeholders, and knowledge of the goods movement issues at the ports and freeways/arterials.

## DEOD SUMMARY

FREIGHT ADVANCED TRAVELER INFORMATION  
SYSTEM (FRATIS) MODERNIZATION/PS48950000**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 14% Disadvantaged Business Enterprise (DBE) goal for this solicitation. Cambridge Systematics, Inc. exceeded the goal by making a 14.03% DBE commitment.

<b>Small Business Goal</b>	<b>14% DBE</b>	<b>Small Business Commitment</b>	<b>14.03% DBE</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	OZ Engineering LLC	Hispanic American	7.10%
2.	Sutra Research	Hispanic American Female	6.93%
	<b>Total DBE Commitment</b>		<b>14.03%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy is not applicable to this Contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this Contract.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract.

# What is FRATIS?



- An effective travel demand management system currently focused on trucks
- Uses traveler information systems to address specific freight needs
- Integrates various data sources:
  - 3<sup>rd</sup> Party Data for wait times at Ports
  - 511 for incident alerts and traffic
  - Caltrans/CHP road closures and restrictions
- Communication channel between truck operators, Ports dispatch, freight dispatch, and others.

# Benefits



- Manages truck traffic on freeways and arterials
- Improves flow of containers to and from the Distribution Centers
- Reduces turn time and waiting time at the Ports
- Improves fleet and driver utilization
- Increases the rate of on-time arrivals for appointments
- Improves productivity and efficiency of operations
- Reduces idling/congestion related air quality impacts



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# Benefits to I-710



- Supplements capacity enhancements and operational improvement projects in the I-710 Corridor
- Addresses existing and projected truck traffic volumes
- Alleviates congestion on mainline and adjacent roads
- Contributes to air quality and public health improvements in the I-710 Corridor



# This Project



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- Four-year Project
- FRATIS enhancements and modernization
- Stakeholder Engagement to determine user needs and requirements
- Deployment of 500 Trucks
- Connected Vehicle Applications Exploration
- Coordination with I-710 Improvement Projects
- Coordination with FHWA, Caltrans, and Local Stakeholders

# Activities to Date

- Expedited Schedule with FHWA and Caltrans for Project Approvals and Procurement
- Cooperative Agreement has been executed with FHWA and Caltrans in December 2017
- RFP was released in December 2017
- Authorization to Proceed (E-76) issued by FHWA and Caltrans in March 2018



## Board Report

File #: 2018-0146, File Type: Contract

Agenda Number: 52.

### AD HOC CONGESTION, HIGHWAY AND ROADS COMMITTEE JUNE 21, 2018

**SUBJECT: I-710 SOUTH CORRIDOR PROJECT**

**ACTION: APPROVE RECOMMENDATIONS**

#### **RECOMMENDATION**

CONSIDER:

- A. AUTHORIZING the Chief Executive Officer to execute Modification No. 22 to Contract No. PS4340-1939 with URS Corporation (an AECOM Entity) to finalize the engineering and environmental work for the I-710 South Corridor Project in the not-to-exceed amount of \$7,249,919, increasing the total contract value from \$50,923,799 to \$58,173,718; and
- B. INCREASING Contract Modification Authority (CMA) to cover the cost of any unforeseen issues that may arise during the performance of the Contract in the amount of \$724,992; increasing the total CMA amount from \$2,521,000 to \$3,245,992.

#### **ISSUE**

Funding to complete the Final Environmental Impact Report/Environmental Impact Statement (EIR/EIS), Project Report and Advanced Preliminary Engineering was not included in the original contract budget or the subsequent budget amendments because the scope of the preferred alternative and the level of effort necessary to complete those documents were not known at that time.

Staff has now developed a statement of work and an independent cost estimate for the Contract Modification, which covers both engineering and environmental technical work associated with the preparation of the Final EIR/EIS, the Project Report, Advance Preliminary Engineering and documentation of the improvement projects in the Early Action Program.

#### **BACKGROUND**

The environmental process for the I-710 South Corridor Project was initiated in 2008. The Draft EIR/EIS was first circulated in 2012. In order to further minimize environmental impacts and address public concerns, the project alternatives were reformulated, additional studies were conducted between 2013 and 2016, and the updated Draft EIR/EIS was circulated in 2017.

Ultimately, at the March 1, 2018 Board Meeting, the Board adopted as amended Alternative 5C as the Locally Preferred Alternative (LPA) for the I-710 South Corridor Project and directed staff to complete the Final EIR/EIS. Under two separate motions the Board provided additional direction to staff, including: 1) the development of an Early Action Program of projects that are consistent with the ultimate corridor improvements and can be implemented with minimal right of way impacts and with available funding; 2) initiation of a stakeholder working group to evaluate innovative technology and operational improvement scenarios that could be applied to the I-710; and 3) pursuit of funds for the proposed Zero Emission Truck Deployment Program. (See Attachment D)

## **DISCUSSION**

A summary of the work plan for the requested contract modification is provided below.

### **Work Element #1** - Final EIR/EIS and Project Report

Completion of responses to comments and preparation of the final environmental document, preparation of the Project Report (PR) which documents Caltrans' approval of the Project.

Schedule: June 2018 - December 2018

Lead: Metro

The schedule for completion of the FEIR/FEIS is dependent upon agency review and approval process. Every effort is being made to accelerate the process.

### **Work Element #2** - Early Action Program - Program Development and Advance Preliminary Engineering

Develop a list of potential projects for the Early Action Program and prepare Advance Planning Studies, Preliminary Site Investigations and any required geometric updates/refinements for those projects.

Schedule: May 2018 - April 2019

Lead: Metro

### **Work Element #3** - Programmatic Components of the Project

Develop objectives, institutional arrangements, requirements, guidelines, funding criteria, recommendations, and additional physical and operational definition related to key programs included in the Preferred Alternative: Zero Emission Truck Program, Arterial Congestion Relief Program, and Community Health/Benefit Program.

Schedule: June 2018 - October 2018

Lead: Partnership of Metro and various agencies/entities

## **DETERMINATION OF SAFETY IMPACT**

Performance of the proposed contract modification will have no negative impact on the safety of Metro's patrons or employees.

### **FINANCIAL IMPACT**

Funding for the necessary work to complete the I-710 South Final EIR/EIS is included in the \$7,150,000 shown in Metro's FY19 budget in Cost Center 4720 (Highway Program), Project 462316, (I-710 South Early Action Projects), Account 50316 (Services Professional/Technical), Task 5.2.100. Since this is a multi-year project, the Project Manager, the Cost Center Manager and the Senior Executive Officer, Program Management - Highway Program will continue to be responsible for budgeting any remaining costs in future fiscal years.

#### **Impact to Budget**

The source of funds for this project will be Measure R Highway Capital (20%) Funds from the I-710 South and/or Early Action Projects. This fund source is not eligible for Bus and Rail Operations or Capital Expenditures.

### **ALTERNATIVES CONSIDERED**

The Board may elect not to approve the Contract Modification. This option is not recommended. Completing the environmental document for the project is a necessary step in development and implementation of the improvements described in Measure R and Measure M for the corridor.

### **NEXT STEPS**

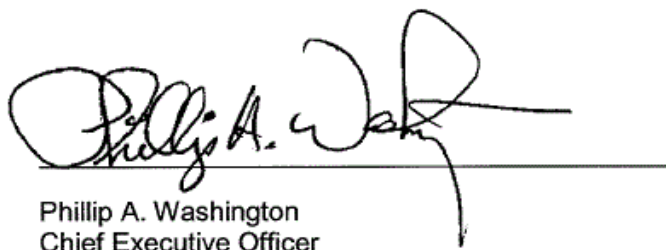
Additional efforts related to the Board's policy recommendations from Motion 22.1, 5.1 and 5.2 that go beyond the scope of the Project and the environmental document will be addressed and reported separately.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - Contract Modification/Change Order Log  
Attachment C - DEOD Summary  
Attachment D - February 2018 Board Motions

Prepared by: Ernesto Chaves, Sr. Director, Highway Program, (213) 922-7343  
Abdollah Ansari, Sr. Executive Officer, Highway Program, (213) 922-4781  
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Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051  
Richard F. Clarke, Chief Program Management Officer, (213) 922-7557



Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

I-710 CORRIDOR PROJECT FINAL EIR/EIS SCOPE, BUDGET AND SCHEDULE/  
PS4340-1939

1.	<b>Contract Number:</b> PS4340-1939			
2.	<b>Contractor:</b> URS Corporation ( an AECOM Entity)			
3.	<b>Mod. Work Description:</b> I-710 EIR/EIS Prepare: FEIR/FEIS/FPR and Advanced PE			
4.	<b>Contract Work Description:</b> I-710 Corridor EIR/EIS Engineering and Environmental Component			
5.	<b>The following data is current as of:</b> 05/23/18			
6.	<b>Contract Completion Status</b>		<b>Financial Status</b>	
	<b>Contract Awarded:</b>	07/26/2018	<b>Contract Award Amount:</b>	\$22,686,314
	<b>Notice to Proceed (NTP):</b>	03/31/2008	<b>Total of Modifications Approved:</b>	\$28,237,485
	<b>Original Complete Date:</b>	07/31/2018	<b>Pending Modifications (including this action):</b>	\$7,249,919
	<b>Current Est. Complete Date:</b>	09/30/2019	<b>Current Contract Value (with this action):</b>	\$58,173,718
7.	<b>Contract Administrator:</b> Adrian Ziemer		<b>Telephone Number:</b> 213-922-1109	
8.	<b>Project Manager:</b> Ernesto Chaves		<b>Telephone Number:</b> 213-418-3142	

**A. Procurement Background**

This Board Action is to approve Contract Modification No. 22 issued in support of the Final EIR/EIS, Project Report and Advanced Preliminary Engineering. This Modification covers both engineering and environmental technical work associated with the preparation of the Final EIR/EIS, the Project Report, Advance Preliminary Engineering and documentation of the improvement projects in the Initial Stage Program (previously identified as Early Action Program).

This Contract Modification is processed in accordance with Metro's Acquisition Policy, Procedures, and contract type, which is a cost plus fixed fee.

A total of 21 modifications have been executed to date. For details, please refer to Attachment B – Contract Modification/Change Order Log.

**B. Cost Analysis**

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate, cost analysis, technical analysis, fact finding, and negotiations.

<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
\$9,931,033	\$8,011,195	\$7,249,919



## CONTRACT MODIFICATION/CHANGE ORDER LOG

I-710 SOUTH CORRIDOR PROJECT FINAL EIR/EIS  
SCOPE, BUDGET, AND SCHEDULE / PS4340-1939

Mod. No.	Description	Date	Status	Amount
1.	Added New DBE/ and updated Project Manager	5/20/08	Approved	\$0.00
2.	Added New Subcontractor/Revised SOW – to include additional Traffic Studies	1/15/09	Approved	\$53,599
3.	Revised SOW – Utility Design	10/29/09	Approved	\$299,193
4.	Revised SOW – to include additional Traffic Studies	1/25/10	Approved	\$78,019
5.	Revised SOW – Enhanced Landscape Design Services	02/22/10	Approved	\$254,947
6.	Revised SOW to include additional geometric design options, traffic analysis and forecasts, advanced planning studies	10/20/10	Approved	\$484,017
7.	Revised SOW to revise build alternatives 6A/6B, oil field relocation strategies, visual impact analysis, meeting support, project management support, tolling alternatives, utility strategy alternatives analysis	1/5/11	Approved	\$4,001,672
8.	Revised SOW to revise alternative segment 6 and design options, update geometric plans, visual impact analysis, meeting support, project management support, tolling alternatives, community participation, and public officials coordination	5/23/11	Approved	\$1,339,228
9.	Supplemental SOW – Traffic Simulation Model	04/23/12	Approved	\$324,339
10.	Supplemental Environmental Analyses for the I-710 Corridor Project (\$255,525) and Task reductions (-\$255,525) resulting in net zero change	04/24/12	Approved	\$0.00
11a.	Supplemental SOW (\$218,518) and Task reductions (-\$218,518) resulting in net zero change	11/30/12	Approved	\$0.00
12.	Revised SOW incorporating project changes, changes in state and federal improvement requirements, evaluation of Preferred alternative, re-circulation of Draft EIR/EIS and completion of Final EIR/EIS	1/24/13	Approved	\$9,190,276
13.	Supplemental Work -Augment public officials, and staff oversight coordination	1/13/14	Approved	\$69,791
14.	Period of Performance Extension	6/29/15	Approved	\$0.00
15.	Period of Performance Extension December 31, 2015	9/21/15	Approved	\$0.00
16.	Supplemental Statement of Work and Period of Performance Extension to March 31, 2017	10/22/2015	Approved	\$7,012,735
17.	Supplemental Statement of Work & Period Performance Extension to July 2017	01/28/2016	Approved	\$3,729,598
18.	Budget adjustments and extension of expiration date to	04/25/2017	Approved	\$0.00

	July 31, 2018. No Cost.			
19.	Supplemental SOW. Increased funding for Tasks 5 and 7	10/25/2017	Approved	\$496,821
20.	Supplemental SOW. Increased funding for Tasks 8	12/05/2017	Approved	\$494,485
21.	Supplemental SOW. Increased funding for Tasks 1 and 2	01/15/2018	Approved	\$408,765
22.	Supplemental SOW adding additional environmental and engineering scope and services.	06/28/2018	Pending	\$7,249,919
	<b>Modification Total</b>			\$35,487,404
	<b>Original Contract</b>	1/28/08	Approved	\$22,686,314
	<b>Total:</b>			<b>\$58,173,718</b>

## DEOD SUMMARY

**I-710 CORRIDOR PROJECT EIR/EIS ENVIRONMENTAL AND ENGINEERING  
COMPONENT/ PS4340-1939**

**A. Small Business Participation**

URS Corporation (an AECOM Entity) made a 9.56% Disadvantaged Business Enterprise (DBE) commitment. The project is 97% complete. URS Corporation is currently exceeding their commitment with a DBE participation of 11.28%.

As a demonstration of their ongoing efforts to increase DBE participation, URS Corporation made a 13.92% commitment to existing DBE firms for proposed contract modification 22. This is projected to increase URS Corporation's overall DBE participation by an additional 1.78%.

<b>Small Business Commitment</b>	<b>DBE 9.56%</b>	<b>Small Business Participation</b>	<b>DBE 11.28%</b>
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	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>	<b>Current Participation<sup>1</sup></b>
1.	Civil Works Engineers, Inc.	Caucasian Female	3.11%	3.29%
2.	J M D Engineering, Inc.	African American	2.76%	1.38%
3.	Tatsumi and Partners, Inc.	Asian Pacific American	0.79%	2.06%
4.	Wagner Engineering & Survey	Caucasian Female	2.90%	1.36%
5.	Wiltec	African American	Added	0.29%
6.	D'Leon Consulting Engineers Corp.	Hispanic American	Added	0.70%
7.	MBI Media	Caucasian Female	Added	0.52%
8.	Galvin Preservation Associates Inc. (2 <sup>nd</sup> Tier)	Caucasian Female	Added	0.51%
9.	Epic Land Solutions, Inc.	Caucasian Female	Added	0.69%
10.	Network Public Affairs, LLC	Caucasian Female	Added	0.22%
11.	PacRim Engineering Inc.	Asian Pacific American	Added	0.12%
12.	Pan Environmental,	Asian Pacific	Added	0.14%

	Inc.	Female		
	<b>Total</b>		<b>9.56%</b>	<b>11.28%</b>

<sup>1</sup>Current Participation = Total Actual amount Paid-to-Date to DBE firms ÷ Total Actual Amount Paid-to-date to Prime.

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this contract.

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will continue to monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA). Trades that may be covered include: surveying, potholing, field, soils and materials testing, building construction inspection, construction management and other support trades..

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this contract.

## **MOTION BY HAHN, SOLIS, GARCIA, AND DUPONT-WALKER**

Metro Board Meeting  
Thursday, March 01, 2018

### **Re: Item 5.1 - I-710 South EIR/EIS Project**

The 710 Freeway is a major transportation corridor not only for daily commuters, but also for freight movement from the Ports of Los Angeles and Long Beach to the nation. While “goods movement” is a major economic driver for our region, it comes at a high cost for the many communities and residents along the 19 mile freeway. For many years, children and adults alike have suffered from serious health issues as a result of the pollution emitted by the trucks delivering freight inland, and neighborhoods have been severely impacted by congestion and traffic. This freeway is known as the “diesel death zone.”

For 15 years, Metro has partnered with Caltrans, the Gateway Cities Council of Governments, the Ports, the individual cities along the 710, community activists and others, to develop different ‘alternatives’ to re-imagine the 710 in a way that balances commerce and environmental responsibility.

There are now three alternatives for the Metro Board to choose from: “No Build”, “5c” and “7.” Both include a funding target of \$100 million for the purchase of “Near Zero” (NZE) or “Zero” emission (ZE) trucks that would travel on the 710 corridor. Yet, according to AQMD, even taking into consideration either build alternative, “the region will need substantial additional emission reductions to attain the National Ambient Air Quality Standards.” Additionally, Metro has reported that greenhouse gas tailpipe emissions would be reduced by nearly the same levels for either alternative.

Dedicating the funding exclusively to “zero emission” technology once is available and requiring only ZE vehicles be allowed - once they are constructed - could improve air quality standards significantly. The technology for long haul trucks that would emit NO poisonous fumes is emerging quickly, as exhibited by leading auto manufacturers such as Tesla and Daimler AG. Freeways in China, Israel and Norway are being constructed to have electric chargers embedded under the pavement, thus enabling electric vehicles – both cars and long haul trucks – to charge their batteries as they are moving. This significant investment by Metro can be a game-changing accelerator of “zero emission” technology, eliminating the need to subsidize “near zero” emission vehicles.

The future 710 freeway must not be a “diesel death zone” but a corridor where freight can be moved quickly without impairing the health of communities alongside the 710 Freeway. Both can be achieved.

**SUBJECT: REVISED MOTION BY DIRECTORS HAHN, SOLIS,  
GARCIA, AND DUPONT-WALKER**

WE THEREFORE MOVE to direct the Metro CEO and Staff to, as part of, staff recommended Locally Preferred Alternative 5c:

- A. Change the Zero Emission/Near Zero Emission truck technology development program to the phased-in “Zero Emission Truck Technology Development Program.”
- B. Increase program funding target from \$100 million to \$200 million, and include in the Program incentives and grants investment in the acceleration of zero emission technology both for long hauling trucks and for freeway infrastructure, including but not limited to, “under the pavement” vehicle charging capacity as options to consider.
- ~~C.~~ Convene a working group comprised of the California Air Resources Board (CARB), California State Department of Transportation (Caltrans), Southern California Association of Governments (SCAG), South Coast Air Quality Management District (AQMD), California Transportation Commission (CTC), the Ports of Los Angeles and Long Beach, zero-emission industry experts and other key stakeholders to develop a policy recommendation for a full, zero-emission only, dedicated lane including, but not limited to “rechargeable roadways” on the entire 19 mile long stretch of the 710 freeway, ~~and include this as part of the final EIR/EIS document, presented in the September 2018 Metro board meeting.~~ as part of the reevaluation of the remaining elements of Alternative 5c, after the Early Action Projects have been completed.

## **MOTION BY SOLIS, GARCIA, RIDLEY-THOMAS, BUTTS, NAJARIAN, AND HAHN**

Metro Board Meeting  
Thursday, March 01, 2018

### **Re: Item 5.2 - I-710 South Corridor Project**

Local communities along the I-710 freeway are plagued with life-threatening health ailments resulting from traffic-related pollution in the corridor. As such, communities have been united and explicitly clear that existing conditions are simply unacceptable and they demand and deserve relief. Nevertheless, gaining consensus on a Locally Preferred Alternative for the I-710 South Corridor Project has been incredibly challenging due to limited right of way, public health concerns and sensitivities surrounding environmental and social justice issues.

After years of vigorous scientific environmental impact analysis, multiple engineering design variations, extensive community outreach, and thoroughly exploring all feasible alternatives, Metro staff has concluded that Alternative 5C is the most viable and cost-effective solution to maximize regional benefits related to safety, mobility, health and the environment while minimizing impacts to local communities. However, the air quality benefits proposed by Alt. 5C are largely contingent on substantial funding becoming available to deploy near-zero and zero-emission trucks to reduce pollutants such as diesel particulate matter, nitrogen oxide, carbon dioxide and others. Moreover, the regional mobility benefits rely on the assumption that passenger vehicle trips are transferred to the mainline freeway versus utilizing local arterials and residential streets, which helps alleviate “cut-through traffic” in surrounding communities. Unless these assumptions materialize the primary goals of this project may not come to fruition. It may be prudent to take a more modest approach to improving the I-710 South corridor.

An Alt. 5C Early Action Program presents an opportunity to utilize programmed funding to sequence and complete smaller scale projects over the next decade and realize incremental benefits as soon as possible.

Any deviation from implementing viable and reasonable solutions as soon as possible will only prolong the necessary relief and further place these communities at risk.

WE THEREFORE MOVE that the Board adopt Alternative 5C as the Locally Preferred Alternative for the I-710 South Corridor Project FEIR/FEIS (inclusive of Motion 22.1 from October 2015) and expedite the delivery of an Early Action Program (EAP) that emphasizes the following:

- A. Projects that deliver the most immediate and significant benefits related to safety, mobility and air quality;

- B. Projects that can be implemented with minimal or no displacement of residences, businesses, and sensitive land uses;
- C. Developing a local/targeted hiring policy that is applicable to any and all eligible funding sources;
- D. Conduct an operational performance analysis upon completion of the Early Action Program utilizing the most current State and local evaluation measures and standards to re-evaluate and re-validate the remaining elements of Alternative 5C, especially identifying opportunities to further reduce property impacts;
- E. Return to the board upon completion of the aforementioned directive to seek further consideration and authorization related to implementing the balance of improvements in Alternative 5C.

**FURTHER MOVE** that the Board direct the CEO to establish a working group with the freight industry, air quality regulators, transportation and metropolitan planning agencies, the Gateway Council of Governments and other relevant stakeholders to explore the lead authorities, financial impact and other implementation factors related to:

- A. Develop a strategic plan that is consistent with the South Coast Air Quality Management Plans, which expedites the transition from diesel freight trucks to near-zero emission vehicles as soon as possible and outlines a transition to zero-emission vehicles as the cleanest, most reliable technology becomes available;
- B. Host an industry forum aimed at stimulating and accelerating the deployment of cleaner freight truck alternatives. The forum shall include, but not be limited to topics such as funding and financing, public-private partnerships, new technologies, on- and off-dock rail support facilities, best practices research and development, demonstration programs (example: rechargeable roadways), creative purchase/lease incentive programs, etc.;
- C. Develop and evaluate multiple scenarios for a comprehensive congestion demand management program, to be evaluated independently, that focuses on separating freight and non-freight vehicles (i.e. dedicated toll lanes) within the existing rights of way on freeways facilities throughout Los Angeles County with priority on Near-Zero and Zero-Emission vehicles;



- D. Develop an overarching transportation demand management (TDM) strategy consistent with the larger, previously approved TDM strategy development process that will minimize the impact of goods movements and people in the surrounding communities along the I-710 corridor.

**FURTHER MOVE** that the CEO works with the Gateway Cities Council of Governments to assess the effectiveness and recommend potential improvements to the community participation structure that was established for the environmental review period. Report back to the board in 120 days.

**FURTHER MOVE** that, as part of its NextGen Bus Study, Metro evaluate the feasibility of implementing high-frequency bus service in accordance with Motion 22.1 (October 2015).



## Board Report

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**File #:** 2018-0234, **File Type:** Contract**Agenda Number:** 53.

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**AD HOC CONGESTION HIGHWAY AND ROADS COMMITTEE  
JUNE 21, 2018****SUBJECT: METRO EXPRESSLANES - ROADSIDE TOLL  
COLLECTION SYSTEM****ACTION: AWARD CONTRACT****RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award firm fixed price Contract No. PS44478000 to Conduent State & Local Solutions, Inc. for implementing and maintaining an ExpressLanes roadside toll collection system in the amount of \$40,872,209 for the eight-year base period, with two, three-year options, in the amounts of \$9,244,429 and \$8,859,200, respectively, for a total of \$58,975,838, subject to resolution of protest(s), if any.

**ISSUE**

In 2010, Metro entered into Contract No. PS0922102333 (existing contract) with Atkinson Contractors, LP (Atkinson) to design, build, operate and maintain the I-10 and I-110 ExpressLanes. The existing contract is scheduled to expire on February 29, 2020, upon exercise of a final option year approved by the Board in January 2018 and an additional year of services to be authorized in a separate Board action.

Based on lessons learned and consistent with best practices in the tolling industry, Metro has split the services provided under the current contract into three separate procurements which are the back office system, roadside toll collection system, and customer service operations. The roadside toll collection system contract includes roadside equipment, dynamic pricing, trip building and other support functions.

The Board approved the back office system contract in January of 2018. In consideration of the existing contract's termination date, and recognition of the fact that the roadside toll collection system requires the longest development lead time after the back office system, this is the second of the three major ExpressLanes procurement contracts requiring Board approval. Staff is recommending award of this Contract for the roadside toll collection system, to enable Metro to develop and implement the new system and to ensure seamless operation of the ExpressLanes.

**DISCUSSION**

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The roadside toll collection system encompasses the hardware and software systems in the field needed to support congestion pricing calculations and collection from customers in the ExpressLanes. Functions of the roadside toll collection system include transponder communications, image capturing and processing, dynamic pricing, and transaction processing. Since toll agencies have very specific business rules, rate policies, customer policies and standard operating procedures dictated by the agency or statute, each roadside toll collection system must be designed to conform to precisely specified requirements.

The existing contract and roadside toll collection system were designed with the goal of performing a one-year demonstration project. After over five years of operation, the existing system is reaching the end of its contract term.

The system and services under the new contract will incorporate the latest best-in-class tolling technologies capable of fulfilling the needs of the existing facilities over the next 8-14 years, with additional capacity for future growth to support additional ExpressLanes corridors as they are implemented. The new system will also support integration of the anticipated occupancy detection system.

This roadside toll collection system contract term and associated scope of work, which included over 1,600 requirements, was developed in collaboration with a team of consultants with tolling expertise. The recommended contract term is based on experience gained in five years of tolling, as well as the results of an Industry Forum.

Staff is recommending an eight-year base contract with two, three-year options for a total of fourteen years, which is consistent with the contract term for the previously awarded back office system.

Typical procurements have shorter contract terms in an effort to lower costs. This strategy works well when dealing with commodities or services that do not involve significant lead times for the procurement, development, testing, implementation and operations phases, and for projects where transitions from one vendor/contractor to another do not carry significant risk of extended service interruptions. Metro's roadside toll collection system diverges from these criteria for short contract terms, due to the roadside toll collection system's integral role in the toll collection process for ExpressLanes, coupled with the extensive scale and distribution of the subsystems and field equipment required to perform these functions.

More specifically, a roadside toll collection system requires a large capital investment for the equipment necessary to support electronic tolling. Due to the quantity of equipment required and the complexity associated with system integration, a significant amount of labor hours and corridor closures is required to bring a new roadside toll collection system online. Furthermore, careful coordination with Caltrans and other contractors is required during the transition from the existing contractor to the new one to ensure minimal service disruptions in the process. Industry experience has shown that a typical acquisition of a roadside toll collection system requires at least 30-36 months to complete. This places substantial burden on Metro staff with respect to time and resources, making the process cost-prohibitive to repeat at the standard procurement intervals. With a shorter contract term, the agency would be in a perpetual cycle of system procurement, integration, and data migration. Details on the typical procurement timeline for standard roadside toll collection

systems are provided below.

- Months 1-6: Review the existing statement of work's requirements and update to reflect tolling best practices and lessons learned.
- Months 7-18: Release RFP, review proposals (which are commonly over 500 pages each), interview, negotiate, seek Board approval, and award.
- Months 19-36: Perform design, implementation, data migration, and go-live.

The staff's recommendation for the roadside toll collection system contract term incorporates careful consideration of all these factors and constraints with respect to procurement, transition, integration, and deployment. A potential total contract term of fourteen years will allow Metro to fully realize the useful life of the system and obtain maximum return on investment. Furthermore, it typically takes at least a year of operation to comprehensively verify system reliability and achieve steady-state conditions. Therefore, at least three years is usually required from the award date before normal, stable operating conditions are achieved. For this reason, a shorter contract duration would lead to significant procedural inefficiencies, as the procurement process would need to be restarted almost immediately after the new vendor has been selected.

In summary, minimizing the number of vendor/system transitions for the roadside toll collection system reduces operating costs, avoids lane closures, and minimizes the risk of lost transactions and service disruptions that can arise during system transition.

The additional two, three-year options, which would each be brought back to the Board to seek approval to exercise the option at the appropriate time, will allow staff sufficient time to develop, advertise, award and implement a new system if warranted.

### **DETERMINATION OF SAFETY IMPACT**

The Board action will not have an impact on safety of Metro's patrons or employees.

### **FINANCIAL IMPACT**

Funding for this Contract will come from toll revenues. The funds required for FY19 are included in the FY19 budget in Cost Center 2220, Project Numbers 307001 and 307002, Account 50316, Task 02.01.

Since this is a multi-year project, the cost center manager and Executive Officer of Congestion Reduction will be responsible for budgeting the cost in future years.

#### **Impact to Budget:**

The toll revenue fund is not eligible for bus and rail operating expenses outside of the ExpressLanes corridors. This action will not impact ongoing bus and rail operating and capital costs, the Proposition A and C and TDA administration budget or the Measure R administration budget.

### **ALTERNATIVES CONSIDERED**

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The Board may choose not to award and execute the Contract. This alternative is not recommended because services under the existing contract will lapse and the ExpressLanes program will be adversely affected.

The Board may choose to direct staff to develop and install the system using in-house resources. This alternative is not recommended since Metro staff does not currently possess sufficient expertise in developing, installing and maintain roadside tolling equipment, nor does it have the availability/capacity to do so.

### **NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS44478000 to Conduent State & Local Solutions, Inc. for the implementation and maintenance of the new ExpressLanes roadside toll collection system.

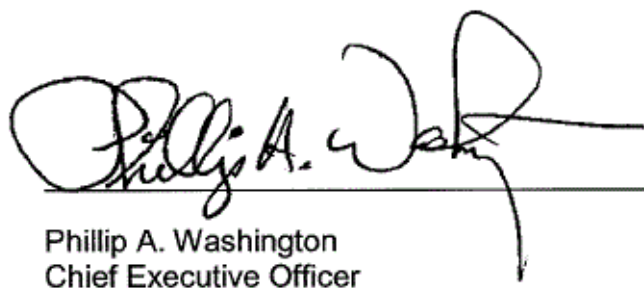
### **ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Tim Lew, Sr. Transportation Planning Manager, (213) 418-3134  
Shahrazad Amiri, Executive Officer, (213) 922-3061

Reviewed by: Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051  
Stephanie Wiggins, Deputy Chief Executive Officer, (213) 922-1023



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## EXPRESSLANES - ROADSIDE TOLL COLLECTION SYSTEM (RTCS)/PS44478000

1.	<b>Contract Number: PS44478000</b>	
2.	<b>Recommended Vendor:</b> Conduent State & Local Solutions, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> August 15, 2017	
	<b>B. Advertised/Publicized:</b> August 15, 2017	
	<b>C. Pre-Proposal Conference:</b> August 30, 2017	
	<b>D. Proposals Due:</b> November 15, 2017	
	<b>E. Pre-Qualification Completed:</b> April 23, 2018	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> April 30, 2018	
	<b>G. Protest Period End Date:</b> June 22, 2018	
5.	<b>Solicitations Picked up/Downloaded:</b> 107	<b>Bids/Proposals Received:</b> 5
6.	<b>Contract Administrator:</b> David Chia	<b>Telephone Number:</b> (213) 922-1064
7.	<b>Project Manager:</b> Timothy Lew	<b>Telephone Number:</b> (213) 418-3134

**A. Procurement Background**

This Board Action is to approve Contract No. PS44478000 issued in support of the Roadside Toll Collection System (RTCS) for Metro's ExpressLanes. Board approval of this contract award is subject to resolution of any properly submitted protest.

The Request for Proposals (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed price. The RFP was issued with a total SBE/DVBE goal of 23% (SBE 20% and DVBE 3%).

Seven amendments were issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on August 23, 2017, updated the RFP Submittal Requirements;
- Amendment No. 2, issued on September 27, 2017, updated the Statement of Work and associated attachments, and Schedule of Quantities and Pricing Instructions;
- Amendment No. 3, issued on September 29, 2017, extended the proposal due date from October 18, 2017 to November 8, 2017;
- Amendment No. 4, issued on October 20, 2017, updated the RFP Submittal Requirements, Statement of Work and associated attachments, Work Completion Deliverable Schedule, Schedule of Quantities and Pricing Instructions;
- Amendment No. 5, issued on October 25, 2017, updated the Statement of Work;

- Amendment No. 6, issued on October 31, 2017, extended the proposal due date from November 8, 2017 to November 15, 2017; and
- Amendment No. 7, issued on November 3, 2017, updated the Statement of Work and attachments, Schedule of Quantities and Pricing Instructions.

A pre-proposal conference was held on August 30, 2017, and was attended by 27 participants representing 19 companies. There were 177 questions asked and responses were released prior to the proposal due date.

A total of 95 firms downloaded the RFP and were included in the planholders' list. A total of five proposals were received on November 15, 2017.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET), consisting of LACMTA staff from the Congestion Reduction department and one external tolling industry expert from the Transportation Corridor Agencies (TCA) Tolling & Customer Information Systems, was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- |  |            |
|--|------------|
| • Demonstrated Project Experience & Qualifications | 5 percent  |
| • Key Project Team Experience                      | 15 percent |
| • Approach to Statement of Work & Requirements     | 30 percent |
| • Approach to Project Plan & Implementation        | 20 percent |
| • Approach to Operations & Maintenance             | 15 percent |
| • Cost   | 15 percent |

The evaluation criteria are deemed appropriate for similar toll lane systems procurements. Several factors were considered when developing these weights, giving the greatest importance to the proposal's approach to the Statement of Work and project requirements.

During the period from November 21, 2017 through January 16, 2018, the PET completed its independent evaluation of the five proposals received. All five proposals received were determined to be within the competitive range and are listed below in alphabetical order:

1. Conduent State & Local Solutions, Inc. (Conduent)
2. Emovis, S.A.S. (Emovis)
3. Kapsch TrafficCom USA, Inc. (Kapsch)
4. Neology, Inc. (Neology)
5. TransCore, LP (TransCore)

On January 16, 2018, oral presentations were conducted. During each firm's interview, project managers and key team members discussed their trip building process, transition process for moving the current legacy toll collection system to the new system, and schedule for completing all project requirements. All firms also responded to the PET's questions.

All firms responded to questions relating to their ability to provide adequate levels for staffing and resources, strategies to detect and troubleshoot systems issues, and methods for developing dynamic pricing algorithms. They responded to questions inquiring about their plans to ensure that the transition go-live date is met, their perceived project challenges, and the frequency and duration of lane closures for preventative maintenance.

A Best and Final Offer (BAFO) was requested from all five firms and the firms submitted their BAFOs by the due date of April 23, 2018.

### **Qualifications Summary of Firms within the Competitive Range:**

#### **Conduent**

Conduent is a multinational business services company that specializes in the public transportation and mobility industry. Conduent demonstrated expertise in a number of transportation sectors, including roadside tolling infrastructure, toll collection functions and systems, and tolling systems maintenance and operations.

Conduent addressed all aspects of the Statement of Work, demonstrating a comprehensive understanding of project requirements. A multi-tiered architecture was recommended to address infrastructure needs, functionality needs, transition issues, and maintenance requirements. Conduent showed how different system components would be incorporated, connected, and integrated. These components included the automatic vehicle identification system, automatic vehicle detection system, license plate recognition system, digital video audit system, occupancy detection system, traffic detection system, dynamic message signage, and image review system. Unlike other firms, Conduent detailed the installation process, complete with equipment counts, locations, schedules, and other related information.

Conduent presented a dedicated team of qualified professionals. The project manager and deputy project manager would be available 100%. The proposed deputy project manager would be located locally to oversee project implementation.

#### **TransCore**

TransCore, which was recently awarded the contract for the ExpressLanes Back Office Systems, is a national toll and transportation leader with over 80 years of experience. It specializes in toll systems, customer services centers, intelligent transportation solutions, and intelligent transportation systems integration.



TransCore has supported numerous transportation agencies with toll systems installation, integration, and maintenance, including several California agencies. Those agencies include the Santa Clara Valley Transportation Authority, Metropolitan Transit Authority of Harris County, Texas, Texas Department of Transportation, Virginia Department of Transportation, Bay Area Infrastructure Financing Authority, and LACMTA.

TransCore demonstrated a strong understanding of project requirements. Notably, TransCore provided a sophisticated method for dynamically determining toll rates based on real-time traffic conditions. TransCore provided an effective method for identifying and isolating vehicle trips within express lanes and detailed an image review process that reduced the need for manual audits.

TransCore's proposal, however, lacked details of the installation process. It did not address which equipment would be removed and replaced, how installation crews would work in cycles, and how long each cycle would last.

TransCore did not detail maintenance procedures. It did not show how lane closures would be handled to repair equipment or how equipment failures would be reported, handled, and processed.

### **Neology**

Neology is a Southern California based tolling technology company. With over 200 patents and patent applications, Neology offers a spectrum of tolling technology solutions. Neology supports several transportation agencies with their toll system requirements including the Georgia State Road and Tollway Authority (GSTA), Riverside County Transportation Commission, and Orange County Transportation Authority.

Neology demonstrated a good understanding of project requirements. The firm detailed its ability to develop varied toll rates to accommodate different traffic scenarios. Neology highlighted its use of pricing strategies developed from the statistical analysis of traffic data and modeling of traffic patterns.

Neology, however, did not discuss important features of the digital message signage system. It did not detail how charges would be verified against signage displays; how errors would be detected, processed, and repaired; and how transaction issues arising from those errors would be reconciled and resolved. In addition, Neology did not identify which equipment would be removed and replaced.

### **Kapsch**

Kapsch is a provider of intelligent transportation systems across a wide range of transportation sectors that include tolling, urban access and parking, traffic management, road safety enforcement, commercial vehicle operations, and

electronic vehicle registration. Kapsch aids several transportation agencies in their toll system operations. In California, Kapsch supports the Golden Gate Transportation Bridge, Highway and Transportation District and Alameda County Transportation Commission with the transition from their legacy toll systems to the next generation toll system.

Kapsch demonstrated a good understanding of project requirements. The firm provided a comprehensive explanation of the vehicle signature recognition system. It detailed how the system will support trip creation, how it will validate license plates, and how it will correct license plate discrepancies with back-office systems.

Kapsch, however, did not elaborate on the traffic detection system. It did not address how hardware and software components would be integrated, how data would be directly viewed and accessed, and how equipment would be installed on gantry poles. Their proposal lacked sufficient details relating to the transition process.

### **Emovis**

Emovis is an international company that is a recognized industry leader in tolling systems and toll operations. Emovis has provided roadside toll collection systems services to numerous government agencies, including the M50 Toll Road in Ireland, Port Mann Bridge in British Columbia, Dartford Crossings and Mersey Gateway Bridge in the United Kingdom, and the Newport Pell Bridge in Rhode Island.

Emovis demonstrated a good understanding of many project requirements. The firm detailed the need to anticipate technological development and discussed upgrades, identified equipment obsolescence, and system advances.

Emovis, however, did not explain how features of the traffic detection worked, such as how traffic data would be collected, how traffic data would be used to develop toll pricing and travel time, and how frequent traffic data would be collected. Emovis also did not show how the system would detect incidents, display incident messages, and reconcile changes to toll rates and travel times. Details regarding how images would be reconciled, how automation would be implemented, and how analytics would be utilized to facilitate image review were missing.

### **Summary of Scores of Firms within the Competitive Range**

Set forth below is a summary of the scores in order of rank:

	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
1	<b>Conduent State &amp; Local Solutions, Inc.</b>				
2	Demonstrated Project Experience & Qualifications	70.83	5%	3.54	
3	Key Project Team Experience	88.33	15%	13.25	
4	Approach to Statement of Work & Requirements	68.25	30%	20.48	
5	Approach to Project Plan & Implementation	75.42	20%	15.08	
6	Approach to Operations & Maintenance	82.08	15%	12.31	
7	Cost	100.00	15%	15.00	
8	<b>Total</b>		100%	<b>79.66</b>	<b>1</b>
9	<b>TransCore, LP</b>				
10	Demonstrated Project Experience & Qualifications	88.33	5%	4.42	
11	Key Project Team Experience	85.00	15%	12.75	
12	Approach to Statement of Work & Requirements	69.92	30%	20.98	
13	Approach to Project Plan & Implementation	66.42	20%	13.28	
14	Approach to Operations & Maintenance	70.58	15%	10.59	
15	Cost	89.61	15%	13.44	
16	<b>Total</b>		100%	<b>75.46</b>	<b>2</b>
17	<b>Neology, Inc.</b>				
18	Demonstrated Project Experience & Qualifications	65.83	5%	3.29	
19	Key Project Team Experience	61.67	15%	9.25	
20	Approach to Statement of Work & Requirements	66.17	30%	19.85	
21	Approach to Project Plan & Implementation	51.83	20%	10.37	
22	Approach to Operations & Maintenance	62.33	15%	9.35	
23	Cost	83.21	15%	12.48	
24	<b>Total</b>		100%	<b>64.59</b>	<b>3</b>
25	<b>Kapsch TraffiCom USA, Inc.</b>				
26	Demonstrated Project Experience & Qualifications	78.33	5%	3.92	
27	Key Project Team Experience	55.00	15%	8.25	
28	Approach to Statement of Work & Requirements	71.92	30%	21.58	

29	Approach to Project Plan & Implementation	40.50	20%	8.10	
30	Approach to Operations & Maintenance	47.17	15%	7.08	
31	Cost	75.77	15%	11.37	
32	<b>Total</b>		100%	<b>60.30</b>	<b>4</b>
33	<b>Emovis, S.A.S.</b>				
34	Demonstrated Project Experience & Qualifications	55.83	5%	2.79	
35	Key Project Team Experience	38.33	15%	5.75	
36	Approach to Statement of Work & Requirements	51.92	30%	15.58	
37	Approach to Project Plan & Implementation	70.58	20%	14.12	
38	Approach to Operations & Maintenance	52.58	15%	7.89	
39	Cost	83.97	15%	12.60	
40	<b>Total</b>		100%	<b>58.73</b>	<b>5</b>

### C. Cost Analysis

The recommended price has been determined to be fair and reasonable based upon an independent cost estimate (ICE), competition, cost analysis, technical analysis, fact finding, negotiations, and best and final offers (BAFOs).

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Proposer BAFO</b>
1.	Conduent	\$84,203,206.00	\$56,017,994	\$58,975,838.13
2.	TransCore	\$76,582,252.00	\$56,017,994	\$65,816,578.58
3.	Emovis	\$80,770,536.63	\$56,017,994	\$70,235,668.80
4.	Neology	\$77,215,315.00	\$56,017,994	\$70,873,636.71
5.	Kapsch	\$78,849,542.00	\$56,017,994	\$77,833,895.00

The ICE focused on primary activities necessary for the design and installation of an integrated toll collection system. It excluded ancillary services such as CCTV monitoring, digital message signage monitoring, traffic detection monitoring, toll rate monitoring, and incident reporting. In contrast, BAFOs included all services for an operational toll collection system, including those ancillary services.

### D. Background on Recommended Contractor

The recommended firm, Conduent (previously Xerox State & Local Solutions, subcontractor to the current ExpressLanes operator, Atkinson Contractors, LP), is a business services company that specializes in the public transportation and mobility industry. It employs approximately 3,700 professionals and supports more than 1,700 government agency customers across the nation.

Conduent is an electronic toll collection (ETC) leader that is experienced in toll collection planning, design, construction, maintenance and operations, transaction processing, reporting, and reconciliation systems and services. It serves 25 tolling agencies across the country, supports 15 members of the E-ZPass electronic toll collection program, and processes 70% of the E-ZPass network's toll transactions. The proposed project manager is a Professional Engineer (PE) and Project Management Professional (PMP) with 15 years of transportation and tolling experience. He has implemented over 200 tolling lanes. His project experience includes the Los Angeles County Metropolitan Transportation Authority ExpressLanes, North Carolina Turnpike Authority AVI System Deployment, Port Authority of New York and New Jersey Strategic Lane Refresh, and Michigan Toll Bridge Software.

Key personnel possess a combined total experience of over 130 years. Their project experience includes the NCTA AVI Retrofit Implementation, Maryland E-ZPass, Alameda County Transportation Commission I-80 ICM Project, Delaware River Joint Tolls, and New Jersey Turnpike Authority Electronic Toll Collection and Open Road Tolling.

## DEOD SUMMARY

**METRO EXPRESSLANES – ROADSIDE TOLL COLLECTION SYSTEM  
PS44478**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 20% Small Business Enterprise (SBE) and 3% Disabled Veteran Business Enterprise (DVBE) goal for this solicitation. Conduent State & Local Solutions, Inc. exceeded the goal by making a 20.77% SBE and 4.08% DVBE commitment.

<b>SMALL BUSINESS GOAL</b>	<b>20% SBE 3% DVBE</b>	<b>SMALL BUSINESS COMMITMENT</b>	<b>20.77% SBE 4.08% DVBE</b>

	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	West Coast Cable, Inc.	1.74%
2.	A Cone Zone, Inc.	4.60%
3.	Partners in Diversity, Inc.	13.81%
4.	TollPoint, LLC	0.62%
	<b>Total Commitment</b>	<b>20.77%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	Converse Construction, Inc.	4.08%
	<b>Total Commitment</b>	<b>4.08%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this Contract.

**C. Prevailing Wage Applicability**

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract.

# **METRO EXPRESSLANES - ROADSIDE TOLL COLLECTION SYSTEM**

**Ad Hoc Congestion, Highway and Roads Committee**  
**JUNE 21, 2018**

# New Roadside Toll Collection System Contract

**AUTHORIZE the Chief Executive Officer to award firm fixed price Contract No. PS44478000 to Conduent State & Local Solutions, Inc. for implementing and maintaining an ExpressLanes roadside toll collection system in the amount of \$40,872,209 for the eight-year base period, with two, three-year options, in the amounts of \$9,244,429 and \$8,859,200, respectively, for a total of \$58,975,838, subject to resolution of protest(s), if any.**

- **Conduent Subcontractors**

- A Cone Zone Inc. (SBE)
- Converse Construction Inc. (DVBE)
- Kimley-Horn & Associates, Inc.
- P-Square Solutions, LLC
- Partners in Diversity Inc. (SBE)
- Toll Point, LLC (SBE)
- West Coast Cable Inc. (SBE)

- **SBE/ DVBE Participation**

- Goal Determination was 20% SBE/ 3% DVBE
- Recommended Contractor Commitment 20.77% SBE/ 4.08% DVBE





# New Roadside Toll Collection System Contract

- **Current Contract with Atkinson Contractors, LP to Design, Build, Operate & Maintain the I-10 and I-110 ExpressLanes**
  - **Demonstration Project**
    - Three-Year Base
    - Five, One-Year Options
- **Based on Best Practices**
  - **Seeking an Eight-Year Base Contract Term with 2 Three-Year Options**
    - SB 1298 Removed Sunset Date for ExpressLanes I-10 & I-110
    - Demonstration Period is Over
    - Consistent With the Previously Awarded Back Office System Contract Term
  - **Three Separate Contracts**
    - **Back Office System** (Approved by Board January 2018)
      - Transaction Processing
      - Customer Account Management
      - Payment and Toll Violation Processing
    - **Roadside Toll Collection System**
      - Equipment on the Corridors
      - Dynamic Pricing
      - Corridor Incident Monitoring
    - **ExpressLanes Customer Service Support** (Blackout Period)



# New Roadside Toll Collection System Contract

- **Received Five Proposals**
  - Conduent State & Local Solutions, Inc.
  - Emovis, S.A.S.
  - Kapsch TraffiCom USA, Inc.
  - Neology, Inc.
  - TransCore, LP
- **Evaluation Results**
  - Conduent State & Local Solutions is the Recommended Contractor
  - The Conduent Proposal was the Best Overall and the Lowest Cost



## Board Report

File #: 2018-0266, File Type: Contract

Agenda Number: 54.

### AD HOC CONGESTION, HIGHWAY AND ROADS COMMITTEE JUNE 21, 2018

#### **SUBJECT: CONSULTANT SUPPORT FOR EXPRESSLANES OPERATIONS**

#### **ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer (CEO) to award a six-year, cost reimbursable plus fixed fee Contract No. PS48720000 to Cambria Solutions, Inc. (Cambria) in an amount not to exceed \$8,969,941.94 for Consultant Support services for ExpressLanes Operations, subject to resolution of protest(s), if any.

#### **ISSUE**

The ongoing operation and maintenance of the ExpressLanes is a complex task requiring technical skills across a range of disciplines/areas. The need for additional resources to supplement existing Metro staff is due in part to the upcoming migration to a next-generation suite of ExpressLanes systems and facilities including a new back office system (BOS), roadside toll collection system (RTCS), and ExpressLanes customer service center (CSC), with the peak of transition and migration activities expected to occur in 2019 and 2020. The additional support from experienced subject area experts spanning a wide range of specializations coupled with Metro staff expertise will enable sufficient levels of monitoring and oversight for the new BOS, RTCS, and CSC contractors during this critical period, and will ensure that any ExpressLanes issues or concerns that could otherwise impact performance and operations are expeditiously addressed and resolved.

While Metro staff possesses tolling expertise in many areas, the current capacity of staff would be significantly strained to perform the full set of oversight and monitoring functions required to support the transition, operation, and ongoing enhancement of ExpressLanes, with respect to both availability and areas of expertise. Among the specific functions and tasks that are particularly critical and require careful monitoring, oversight, and support are: compliance verification for all toll systems contractors; adoption of and transition to new transponder technologies; monitoring and analysis of the dynamic pricing algorithm; collection of toll system data to support performance monitoring; and proactive systems/equipment monitoring to minimize failures and customer impacts.

External consultants for vendor/system oversight and technical support services on managed lane and toll projects are common in the tolling industry, and fulfill an especially crucial role for agencies

with smaller staff sizes such as Metro's. Over time, additional personnel will be added to the ExpressLanes staff to reduce its dependency on support from external consultants for these functions. Since the receipt of tolling authority in the fall of 2014, ExpressLanes management has made progress toward this goal by filling a variety of crucial roles in the department that were formerly handled by consultants. Over the next few years, it is anticipated that staff expansion will continue as part of an ongoing initiative to broaden the in-house capabilities and capacity to effectively oversee, monitor, and manage the ExpressLanes, thereby reducing dependency on outside contractors to assist with technical oversight.

## **DISCUSSION**

The existing contract for technical oversight and support for the ExpressLanes is set to expire, necessitating approval of a new Contract to prevent any interruption in services. The new Contract will provide ongoing essential Consultant Support services for ExpressLanes Operations by providing:

- Assistance with verification of all toll system data for performance monitoring and analysis
- Support with ongoing evaluation of the functionality of the dynamic pricing algorithm
- Assistance with oversight and verification for any system changes implemented by the toll vendors
- Assistance with Customer Service Center Operations, which includes:
  - Monitoring of back office activities to ensure compliance with Standard Operating Procedures (SOPs)
  - Monitoring key performance elements related to customer account maintenance and violation processing
  - Verifying contractor compliance with performance standards and regulatory requirements
- Assistance with Roadside Toll Collection System operations and maintenance, which includes:
  - Reviewing the RTCS vendor's maintenance activities and processes
  - Monitoring lane system equipment availability and reliability
- Assistance with logistical support for vendor contracts
- Assistance with the set-up and monitoring of performance of an automated occupancy detection system
- Expert advice and oversight support for the transition from the existing Toll Operations and Maintenance contractor to three new contractors.
- Assistance with cost analyses and support for toll vendor activities, materials, deliverables, and services
- Support for verification and critical evaluation of deliverables and work products for the toll vendors
- Support for field testing, verification, and acceptance of systems, field infrastructure, and other toll system hardware

## **DETERMINATION OF SAFETY IMPACT**

The Board action will not have an impact on the safety of Metro's patrons or employees.

### **FINANCIAL IMPACT**

Funding for this Contract will come from toll revenues. The funds required for FY19 are included in the FY19 budget in Cost Center 2220, Project Numbers 307001 and 307002, Account 50316, Task 02.01.

Since this is a multi-year project, the cost center manager and Executive Officer of Congestion Reduction will be responsible for budgeting the cost in future years.

#### **Impact to Budget:**

The toll revenue fund is not eligible for bus and rail operating expenses outside of the ExpressLanes corridors. This action will not impact ongoing bus and rail operating and capital costs, the Proposition A and C and TDA administration budget, or the Measure R administration budget.

### **ALTERNATIVES CONSIDERED**

The Board may choose to utilize current Metro staff to perform the work. This alternative is not recommended. Though Metro staff possesses expertise in many areas, staff does not have adequate remaining availability to fulfill all of the roles and functions necessary to provide sufficient coverage of all the necessary ExpressLanes oversight and management services.

The Board may choose to hire full-time personnel to achieve sufficient levels of staffing to provide coverage for all roles and responsibilities associated with effectively monitoring and overseeing all aspects of ExpressLanes operations and contracts. This alternative is not recommended, as many aspects of these roles and functions require highly specialized knowledge that may be provided more comprehensively and more efficiently by a contractor with a wide range of subject area experts that may be referenced on demand and engaged as needed.

The Board may choose not to award and execute the Contract. This alternative is not recommended because it would result in reduced levels of service with respect to toll systems monitoring and management, contractor/vendor oversight and accountability, and general ExpressLanes operations and performance.

### **NEXT STEPS**

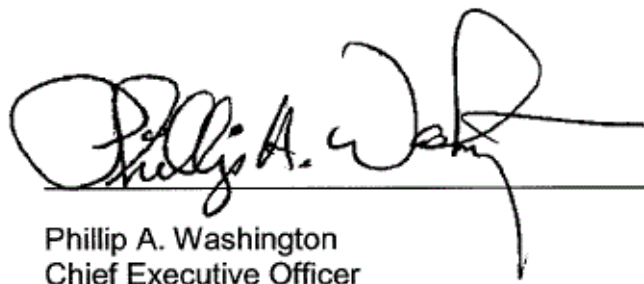
Upon Board approval, staff will execute Contract No. PS48720000 to Cambria Solutions, Inc. for consultant support services for ExpressLanes operations.

### **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Robert Campbell, Transportation Planning Manager, (213) 418-3170  
Shahrazad Amiri, Executive Officer, (213) 922-3061

Reviewed by: Stephanie Wiggins, Deputy Chief Executive Officer, (213) 922-1023



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Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

## CONSULTANT SUPPORT FOR EXPRESSLANES OPERATIONS/PS48720000

1.	Contract Number: PS48720000	
2.	Recommended Vendor: Cambria Solutions, Inc.	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP <input type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: December 4, 2017	
	B. Advertised/Publicized: December 4, 2017	
	C. Pre-Proposal Conference: December 8, 2017	
	D. Proposals Due: January 18, 2018	
	E. Pre-Qualification Completed: April 4, 2018	
	F. Conflict of Interest Form Submitted to Ethics: February 8, 2018	
	G. Protest Period End Date: June 22, 2018	
5.	Solicitations Picked up/Downloaded: 65	Bids/Proposals Received: 1
6.	Contract Administrator: David Chia	Telephone Number: (213) 922-1064
7.	Project Manager: Robert Campbell	Telephone Number: (213) 418-3170

**A. Procurement Background**

This Board Action is to approve Contract No. PS48720000 issued in support of Consultant Support services for ExpressLanes Operations.

The Request for Proposal (RFP) was issued in accordance with Metro's Acquisition Policy and the contract type is cost reimbursable plus fixed fee. This RFP was issued with a total SBE/DVBE goal of 18% (SBE 15% and DVBE 3%).

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1, issued on January 5, 2018, updated and replaced the Statement of Work, the Labor Allocation Schedule, and the Requirements Conformance Matrix, and extended the proposal due date from January 16, 2018 to January 18, 2018.

A pre-proposal conference was held on December 8, 2017, and was attended by 10 participants representing eight companies. There were 11 questions, and responses were released prior to the proposal due date. A total of 61 firms downloaded the RFP and were registered on the planholders' list.

On January 18, 2018, one proposal was received from Cambria Solutions, Inc. (Cambria). Staff conducted a market survey to determine the reason(s) that there were no other proposals submitted. Staff reached out to 30 firms on the planholders' list. Responses from the firms included the following reasons: the work required was



not in their area of expertise, a lack of resources and time to submit a proposal, and difficulties forming teams suitable for performing the work required in the RFP.

During the solicitation phase, only Cambria requested a time extension to the RFP due date.

## **B. Evaluation of Proposals**

The Proposal Evaluation Team (PET), consisting of LACMTA internal staff from Congestion Reduction and Highway Programs ITS, was convened and a comprehensive technical evaluation of Cambria's proposal was conducted.

The proposal was evaluated based on the following evaluation criteria and weights:

- |  |            |
|--|------------|
| • Demonstrated Project Experience & Qualifications                                 | 10 percent |
| • Key Project Team Experience  | 15 percent |
| • Approach to Tasks 1, 2 and 11 (Administrative & Background)                      | 10 percent |
| • Approach Tasks 3 - 6 (Toll System Integration Contractor Oversight & Management) | 25 percent |
| • Approach to Tasks 7 - 10 (ExpressLanes Operations Oversight & Support)           | 25 percent |
| • Cost   | 15 percent |

Several factors were considered when developing these weights. The greatest importance was given to the proposal's approach to satisfying critical Tasks included in the Statement of Work, relating to toll system integration contractor oversight and management and ExpressLanes operations oversight and support.

During the period from January 24, 2018 through February 28, 2018, the PET completed its independent evaluation of Cambria's proposal, inclusive of an oral presentation.

During the interview, Cambria's project manager and key personnel discussed how its team is strategically positioned to fulfill contract requirements, what resources and skills it possesses, and what mechanisms it will put in place to monitor and control project costs.

Cambria responded to the PET's questions regarding the team's ability to implement data processing and analysis services, provide traffic analysis and simulation modeling services, and perform software development services. The team also elaborated on each personnel's specific role, responsibilities, and relevant past experience.

## **Qualifications Summary:**

### **Cambria**

Cambria is a firm that specializes in information technology (IT) and management consulting, and offers project management services and toll systems oversight services. Cambria has assembled a highly qualified team of toll project management specialists and toll services providers.

Cambria demonstrated substantial project experience by highlighting the team's experience in program management, contract compliance, systems integration/transitions, quality assurance, back-office system implementation/maintenance, customer service planning/operations, modeling, forecasting, financial advising, software computer support, and performance monitoring.

The Cambria team has supported a wide range of California managed lanes operators and members of the California Toll Operators Committee (CTOC), including the Metropolitan Transportation Commission, Bay Area Tolling Authority, Riverside County Transportation Commission, and San Diego Association of Governments.

Cambria presented a team of industry-leading professionals, subject matter experts, CTOC founders and advisors, and emphasized that key staff have worked together in similar capacities for over seven years. The team's expertise spans a wide range of highly relevant disciplines, including:

- Project management, contract oversight, requirements compliance, and schedule verification
- Financial analysis, cost forecasting, and audit support
- Field testing, integration testing, and transition support
- Legislative analysis, legal analysis, and risk analysis
- Inventory management, resource acquisition, and related technology
- Performance monitoring, dashboard preparation, reporting, and data analysis
- Transponder technology and industry best practices

Cambria elaborated on the team's knowledge of vendor and system transitions. It identified common transition issues and solutions. It presented a suite of proven strategies and methods for monitoring and tracking all activities associated with deployment and implementation. Cambria presented a methodology for providing cost and expense recommendations for ExpressLanes operations that utilizes certified staff trained to identify and resolve inefficiencies.

Cambria proposed a team of skilled and professional subcontractors including Jacobs Engineering Group (incumbent), HNTB Corporation, Acumen Building Enterprises (SBE) and Novis Technologies (DVBE).

Set forth below is a summary of the firm's score:

	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
1	<b>Cambria Solutions, Inc.</b>				
2	Demonstrated Project Experience & Qualifications	89.33	10%	8.93	
3	Key Project Team Experience	86.67	15%	13.00	
4	Approach to Tasks 1, 2 & 11	87.33	10%	8.73	
5	Approach to Tasks 3 - 6	89.60	25%	22.40	
6	Approach to Tasks 7-10	86.27	25%	21.57	
7	Cost	100.00	15%	15.00	
8	<b>Total</b>		<b>100%</b>	<b>89.63</b>	<b>1</b>

### **C. Cost Analysis**

The recommended fully burdened negotiated unit rate structure for the labor classifications have been determined to be fair and reasonable based upon an independent cost estimate (ICE), cost analysis, technical analysis, fact finding, negotiations, and the proposer's best and final offer (BAFO).

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1.	Cambria	\$11,944,662.94	\$8,843,075	\$8,969,941.94

### **D. Background on Recommended Contractor**

The recommended firm, Cambria, is a nationwide IT and management consulting firm. Headquartered in Sacramento with a local office in Los Angeles, Cambria has nearly 14 years of systems implementation, operations, and oversight experience.

The proposed project manager is a Project Management Professional (PMP) with over 19 years of experience in program management, quality assurance, systems integration and implementation, organizational change management, technology assessment, IT strategic planning, and IT transformation. Key personnel possess over 100 years of combined experience in the tolling industry.

## DEOD SUMMARY

## CONSULTANT SUPPORT FOR EXPRESSLANES OPERATIONS/PS48720000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 15% Small Business Enterprise (SBE) and 3% Disabled Veterans Business Enterprise (DVBE) goal for this solicitation. Cambria Solutions exceeded the goal by making a 15.02% SBE and 3% DVBE commitment.

<b>Small Business Goal</b>	<b>15% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>15.02% SBE 3.00% DVBE</b>
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	<b>SBE Subcontractors</b>	<b>% Committed</b>
1.	Acumen Building Enterprise, Inc.	15.02%
	<b>Total Commitment</b>	<b>15.02%</b>

	<b>DVBE Subcontractors</b>	<b>% Committed</b>
1.	Novis Technologies	3.00%
	<b>Total Commitment</b>	<b>3.00%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to this Contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this Contract.

**D. Project Labor Agreement/Construction Careers Policy**

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract.

# **METRO EXPRESSLANES**

## **Consultant Support for ExpressLanes Operations**

**Ad Hoc Congestion, Highway and Roads Committee**  
**JUNE 21, 2018**



**Metro**

# Consultant Support for ExpressLanes Operations

**Authorize the CEO to award and execute a six year, cost reimbursable contract to Cambria Solutions, Inc. (Cambria) in the amount of \$8,969,941.94 for Consultant Support for ExpressLanes Operations.**

- **Cambria Subcontractors**
  - Acumen Building Enterprise Inc. (SBE)
  - HNTB Corporation
  - Jacobs Engineering Group Inc.
  - Novis Technologies (DVBE)
- **SBE/ DVBE Participation**
  - Goal Determination was 15% SBE/ 3% DVBE
  - Recommended Contractor Commitment 15.02% SBE/ 3% DVBE

# Consultant Support for ExpressLanes Operations

- Metro seeks the services of a qualified consultant to support the development, integration and migration of the new tolling systems and provide supplemental technical oversight.
- Contracts for vendor/system oversight are common in the managed lanes and tolling industry.
- Contracting these expert advisory services provides access to a wide range of subject area experts.



Back Office System



Roadside Toll  
Collection System



Customer Service  
Center Operations

# Consultant Support for ExpressLanes Operations

- **Key Technical Skills**
  - Tolling Back Office, Roadside and Customer Support Systems
  - Dynamic Pricing Algorithms
  - System Migration, Transition and Testing
  - System Performance and Analysis
  - Occupancy Detection System
  - Compliance Auditing of Standard Operating Procedures
  - Software Requirements Development and Testing



