

**Bay Area Infrastructure Financing Authority**  
**Network and Operations Committee**

February 9, 2024

Agenda Item 5a

**Contract – Express Lanes Program Advisor: William R. Gray and Company, DBA Gray-Bowen-Scott (Gray-Bowen-Scott) (\$8,487,000 plus a contingency of \$1,500,000)**

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**Subject:**

Request for Committee approval to award a contract to Gray-Bowen-Scott to provide express lanes program advisor services, including support for planning, policy, implementation, and operation of BAIFA's Express Lanes Network as well as for planning and coordination on regional express lanes matters. The contract would be for a term of three years and four months for a total amount not to exceed \$8,487,000 plus a contingency of \$1,500,000, subject to annual BAIFA budget approval, with an option to extend up to an additional three years in increments of BAIFA's choosing.

**Background:**

BAIFA relies on contracted Express Lanes Program Advisor services to support the implementation and operation of its own express lanes as well as for the toll system for the San Mateo 101 express lanes on behalf of the San Mateo County Express Lanes Joint Powers Authority (SMCEL-JPA). In January 2018, the Authority approved a contract with WSP USA, Inc. (WSP) for these services. After the original contract term and options were exercised, extending the contract to June 30, 2023, a one-year amendment was executed on a sole source basis, further extending the contract to June 30, 2024.

The new contract will provide similar services. The new contract will provide similar services. The requested amount is \$8,487,000 plus a contingency of \$1,500,000 to be used at the Executive Director or designee's discretion. The budget for this work was based on projections of the expenses under the prior program advisor contract. The procurement allowed for the addition of optional tasks for work that is eligible but would not be immediately assigned to the program advisor and may require additional Authority budget approval. Please refer to Attachment A for a list of base tasks and examples of optional tasks.

**Procurement and Evaluation Process:**

To encourage competition, staff emailed firms and posted on MTC's website in February 2023 about its intent to reprocur the Express Lanes Program Advisor contract before issuing a Request for Proposal on July 14, 2023. Proposals were received on October 3, 2023 from two firms: WSP and Gray-Bowen-Scott. The evaluation panel consisted of staff from MTC and the Contra Costa Transportation Authority, and staff from SMCEL-JPA served as a technical advisor. The panel reviewed proposals and established preliminary scores (100 points total) based on the following factors:

1. Approach and Work Plan (30%)
2. Qualifications and References (30%)
3. Communication (10%)
4. Cost Effectiveness of Hourly Rates (15%)
5. Price for Base Tasks only (15%, allocated by formula per the Request for Proposal)

The panel then pursued two rounds of a Best and Final Offer process. The panel re-reviewed proposals and met to finalize scores. Then, MTC Contracts staff applied MTC's Small Business Enterprise Program. Since each proposer committed to Small Business Enterprise participation of more than 40 percent, each proposer received the maximum 10 bonus points.

**Procurement Results:**

The WSP and Gray-Bowen-Scott teams fielded very competitive proposals. Although WSP was the incumbent, Gray-Bowen-Scott, which is a small business enterprise, served as a key subcontractor to WSP in that role. Therefore, both have significant experience working for BAIFA on its Express Lanes Program and both have performed well in that role.

Final scores after the second Best and Final Offer and factoring in the Small Business Enterprise Program are 100.2 for Gray- Bowen-Scott and 97.6 for WSP. The panel recommends the selection of Gray-Bowen-Scott. While both proposals were competitive, Gray-Bowen-Scott's stood out in three key ways:

- Staff Qualifications – The team has key staff with deep Bay Area experience on express lane civil construction and toll system procurement and integration and relationships with key partners. Key staff recently co-led an integrated team to deliver the civil components

of the San Mateo 101 Express Lanes, coordinating with BAIFA on toll system delivery; led various phases of express lanes planning, design and delivery for BAIFA's Solano-80 and I-680 Contra Costa Express Lanes; managed the construction phase of BAIFA's I-880 Express Lanes; led design, procurement and integration for BAIFA's current toll system; and provide toll system program manager services for the Alameda County Transportation Commission and the San Mateo County Express Lanes Joint Powers Authority.

- **Project Delivery** – The team offers a depth of experience with delivery of express lanes toll systems, including toll system integrator oversight and inspection, while working with Caltrans on the state highway system. The team proposed to deliver the Solano-80 express lanes is the same one currently performing this work.
- **Project Management Approach** – The team offers a single project manager point-of-contact through which all task work will be coordinated and has considerable depth through inclusion of HNTB, which provides tolling and express lanes services locally and nationally.

**Issues:**

None identified.

**Recommendations:**

Staff recommends that BAIFA's Network and Operations Committee authorize the Executive Director or designee to negotiate and enter into a contract with Gray-Bowen-Scott in an amount not to exceed \$8,487,000 plus a contingency of \$1,500,000 for the work described in Attachment A. The term of the contract shall be until June 30, 2027, subject to annual BAIFA budget approval, with an option to extend for up to an additional three (3) years at the Executive Director or designee's discretion.

**Attachments:**

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



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Andrew B. Fremier

## Attachment A

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### Express Lane Program Advisor Scope of Work

#### Base Tasks (required)

1. Technical/strategic advice for planning, implementation, and operations of BAIFA's express lanes, including from a financial and equity perspective; coordination of regional positions with other express lanes stakeholders such as for network planning, delivery/funding priorities and operations policies.
2. Toll system project management and support for the express lanes toll system, including coordination of stakeholders, project management support, and management of the Toll System Integrator during system modifications, enhancements, replacements and expansions.
3. Operations/maintenance planning and support with an emphasis on initial and ongoing operations, including traffic analysis, operations reporting and asset management.
4. Operations/maintenance of a toll system for the San Mateo 101 Express Lanes on behalf of the San Mateo County Express Lanes Joint Powers Authority.
5. Public education including research, public education campaigns and stakeholder outreach to support express lanes messaging priorities, considering equity in planning and execution.
6. Program controls to manage cost, change, quality, risk, and documentation (MTC may manage some controls in-house such as schedule and reporting).
7. Contract management and administration activities such as planning work, reporting progress and submitting invoices.

#### Optional Tasks (if needed)

Work that may be performed includes but is not limited to:

8. Express lanes field support, augmenting BAIFA staff as needed to manage field work;
9. Technical/strategic advice for toll system host application replacement;
10. Support to design, implement, operate and evaluate pilot projects that affect express lanes;
11. Technical/strategic advice for implementation and operations of road pricing strategies other than express lanes.

Attachment B

Disadvantaged Business Enterprise and Small Business Enterprise Status

	<b>Firm Name</b>	<b>Role on Project</b>	<b>DBE* Yes / No</b>	<b>If DBE Yes, List #</b>	<b>SBE** Yes / No</b>	<b>If SBE Yes, List #</b>
Prime Contractor	Gray-Bowen-Scott	Program Management & Advising	No		Yes	CA DGS 1756291
Subcontractor	HNTB Corporation	Toll System Project Management	No		No	
Subcontractor	Zoon Engineering, Inc.	Construction Management & Advising	No		Yes	CA DGS 58549
Subcontractor	Davis & Associates Communications, Inc.	Public Education & Equity	Yes	26344	Yes	CA DGS 1785923
Subcontractor	Barrios Transportation Consulting	Traffic Engineering	No		Yes	CA DGS 2026403
Subcontractor	Sperry Capital, Inc.	Funding & Financing Advising	No		Yes	CA DGS 25586

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

\*\*Denotes certification by the State of California.

**Request for Committee Approval**

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**Summary of Proposed Contract**

Work Item No.:	6840, 6841, 6853, 6861, 6863, 6864, 6870, 6874
Consultant:	Gray-Bowen-Scott Walnut Creek, CA
Work Project Title:	Express Lanes Program Advisor
Purpose of Project:	Provide technical expertise planning, policy, implementation and operation of BAIFA’s Express Lanes Network as well as for regional coordination on express lanes issues.
Brief Scope of Work:	Perform professional services including: Technical and strategic advice; Toll system project management: development, implementation and asset protection; Operations/maintenance planning and support; San Mateo 101 express lanes; Public education; Program controls and coordination; Contract management and administration; Optional tasks.
Project Cost Not to Exceed:	\$8,487,000 plus a contingency of \$1,500,000
Funding Source:	BAIFA Operating, Capital and Rehabilitation Budgets
Fiscal Impact:	Funding is included in the FY 2023-24 BAIFA Operating, Capital and Rehabilitation Budgets. Future years are subject to annual adoption of the budget.
Motion by Committee:	That the Executive Director or designee is authorized to negotiate and enter into a contract with Gray Bowen Scott for Express Lanes Program Advisor services, as described above and in the Executive Director’s Memorandum dated February 9, 2024, in an amount not to exceed \$8,487,000 plus a contingency of \$1,500,000, subject to BAIFA’s annual budget approval process, and the Chief Financial Officer is directed to set aside funds up to the amount of \$8,487,000 plus a contingency of \$1,500,000 for such contract.

BAIFA Network and  
Operations Committee:

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Carol Dutra-Vernaci, Chair

Approved:

February 9, 2024