

PROCUREMENT SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES (CMSS) FOR LINK UNION
STATION CM/GC
CONTRACT NO. RFP AE83177E0130**

1.	Contract Number: AE83177E0130	
2.	Recommended Vendor: Jacobs Project Management Company	
3.	Type of Procurement (check one): <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	Procurement Dates:	
	A. Issued: June 28, 2022	
	B. Advertised/Publicized: June 28, 2022	
	C. Pre-Proposal Conference: July 21, 2022	
	D. Proposals Due: September 20, 2022	
	E. Pre-Qualification Completed: November 21, 2022	
	F. Organizational Conflict of Interest Review Completed by Ethics: December 15, 2022	
	G. Protest Period End Date: Est. April, 28, 2023	
5.	Solicitations Picked up/Downloaded: Two hundred fifty-nine (259)	Proposals Received: Six (6)
6.	Contract Administrator: Diana Sogomonyan	Telephone Number: (213) 922 - 7243
7.	Project Manager: Scott McConnell	Telephone Number: (213) 922 - 4980

A. Procurement Background

This Board Action is to approve Contract No. AE83177E0130 to provide Construction Management Support Services (CMSS) for Link Union Station CM/GC.

CMSS Consultant will assist Metro in the management of the Link Union Station (US) Project by providing preconstruction and construction support services for Phase A and preconstruction services for Phase B (Phase B Construction Support Services is an optional scope of services). The Scope of Services for Construction Management Support Services includes services critical to control the design to budget, assist in the negotiation of a construction contract with the Link US Construction Manager/General Contractor (to be selected under a separate procurement), and assist Metro in managing construction of Phase A to ensure completion within budget and on schedule. Work Plans for the CMSS Consultant will be negotiated annually, subject to availability of funds.

Board approval of contract awards are subject to resolution of any properly submitted protest(s).

The procurement, a qualification-based procurement, has been performed in accordance with Los Angeles County Metropolitan Transportation Authority (Metro) Procurement Policies and Procedures, and California Government Code §4525-4529.5 for Architectural and Engineering (A&E) services. Cost was not an evaluation factor. Metro will award a Cost Reimbursable-Plus Fixed Fee (CPFF) type contract. The contract is subject to available funds based on negotiated Annual Work Plans. The first Annual Work Plan covers required CM support services during the remaining Fiscal Year (FY) 2023 and FY2024.

A Letter of Guarantee will be executed for the Project/Construction Manager, Lead Estimator, and Lead Facilitator for Phase A and the Vertical Construction Manager under Phase B, to ensure proposed personnel are actually available to support the project. The Contract includes a Special Provision that subjects the Contractor to Liquidated Damages should the Contractor fail to provide the proposed key personnel.

Metro issued a Request for Proposal (RFP) AE83177E0130, Construction Management Support Services for Link Union Station CM/GC, on June 28, 2022. Metro advertised the RFP in various newspapers in general circulation: LA Watts Times, Asian Week, Los Angeles Daily News, Riverside Press Enterprise, LA Opinion, Dodge Construction News, and Engineering News Record. Notifications were also sent to 3,498 recipients and to an additional 880 SBE Certified firms and 247 DVBE Certified firms listed in Metro's Vendor database that had the applicable NAICS codes.

A virtual pre-proposal conference was held on July 21, 2022, in accordance with California Governor Executive Order N-33-20 related to COVID-19. One hundred and seventy-one (171) individuals including eighty-two (82) different firms attended the pre-proposal conference. Two hundred fifty-nine (259) individuals from various firms downloaded the RFP Package from Metro's Vendor Portal.

Five (5) Amendments were issued during the Solicitation phase of this RFP and included the following summary updates:

Amendment No. 1, issued on July 12, 2022, to revise Section III – Proposal Requirements/Forms as follows:

- Submittal Requirements Section 1.2: revised to refer Proposers to the content summary in Exhibits (Solicitation) Exhibit 17 Submittal Requirements for each Volume of the Proposal Content.
- Exhibits (Solicitation) Exhibit 3 Evaluation Criteria: Other Evaluation Factors updated.
- Exhibits (Solicitation) Exhibit 14 Annual Work Plan Spreadsheet was replaced in its entirety.

Amendment No. 2, issued on July 15, 2022, to revise Section II – Proposal Instructions and Section IV – Contract Documents (Sample) as follows:

- All reference to Local Small Business Enterprise (LSBE) Preference was deleted from DEOD Instructions since it was not adopted at the time: DI-01 – Instructions to Bidders/Proposers AND Exhibit D Diversity & Economic Opportunity Department SBE/DVBE Contract Compliance Manual (Non-Federal); and DI-01 clarified to include reference to CA Department of General Services (DGS).

Amendment No. 3, issued on August 3, 2022, to revise Section I – Letter of Invitation, Section II – Proposal Instructions, Section III – Proposal Requirements/Forms, and Section IV – Contract Documents (Sample) as follows:

- LOI-01 Notice and Invitation: Proposal Due Date was extended for additional two weeks.
- LOI-07 Basis of Award clarified.
- Exhibits (Solicitation) Exhibit 5 Proposal Letter: validity period of Proposals was updated.
- Exhibit A Scope of Services Attachment 1: Description of Positions: position qualifications for two positions were clarified.
- Exhibit J. Construction Safety and Security Manual was replaced for new version - Revision 5.0: January 2022.

Amendment No. 4, issued on August 19, 2022, to revise Section III – Proposal requirements/Forms, and Section IV – Contract Documents (Sample) as follows:

- Exhibit 14 Annual Work Plan: was replaced in its entirety.
- Exhibit A Scope of Services - Attachment 5 Phase A Cost Estimate Templates on an Open Book Basis PDF was replaced in its entirety.

Amendment No. 5, issued on September 2, 2022, to revise Section I – Letter of Invitation, Section III – Proposal Requirements/Forms, and Section IV – Contract Documents (Sample) as follows:

- LOI-01 Notice and Invitation: Period of performance of the Contract was revised to 11 Years and Proposal Due Date was revised to Tuesday, September 20, 2022.
- Submittal Requirements Section 1.1 - 100-page proposal limit clarified.
- Exhibit 13 Staffing Plan PDF Spreadsheet was replaced in its entirety.
- Exhibit 14 Annual Work Plan: Excel and PDF Spreadsheet was replaced in its entirety.
- Exhibit 15 Link US- List of Quantities Based Phase A 35% Design, items 329 thru 337 were deleted.
- Exhibit A Scope of Services Attachment 5 Phase A Cost Estimate Templates on an Open Book Basis – Link Union Station Project Construction Cost Estimate Summary page and Calculations were replaced in its entirety.

A total of six (6) proposals were received on the proposal due date, September 20, 2022, from the following firms listed below in alphabetical order:

1. ABA Global, Inc.
2. Jacobs Project Management Company

3. Lockwood, Andrews, & Newnam, Inc.
4. Parsons / Mott McDonald (Joint Venture)
5. Psomas
6. Stantec Consulting Services Inc.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of Metro staff from Highway Programs, Quality Assurance / Compliance, and Regional Rail departments was convened to conduct a comprehensive evaluation of the proposals received.

The recommendation of the most qualified Proposer is based on the PET's assessment of the written proposals and oral presentations. Pursuant to the RFP, the PET scored the proposals in accordance with the Evaluation Criteria and Points set forth in the RFP. The most qualified Proposer was determined to be the Proposer that submitted the highest scored proposal.

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

I.	EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A	1000 Points
A.	Proposer's Project Team and CM/GC Experience	300 Points
B.	Project Management Approach to Preconstruction Support Services	105 Points
C.	Successful Negotiation Approach to a Firm Fixed Price Proposal	175 Points
D.	Construction Management	220 Points
E.	Third-Party Coordination and Approval	100 Points
F.	Cost Management and Value Engineering	100 Points
II.	EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B	350 Points
A.	Proposer's Project Team and CM/GC Experience	140 Points
B.	Successful Negotiation Approach to a Firm Fixed Price Proposal	55 Points
C.	Construction Management	110 Points
D.	Cost/Schedule Management and Value Engineering	45 Points
	Total Available Points (Phase A and B)	1350 Points

The PET scored the proposals and based on the initial scoring determined the Proposal submitted by ABA Global, Inc. was not within the competitive range and eliminated from further consideration. The competitive range included all of the other five proposals.

Metro scheduled Oral Presentations with all five (5) Proposers in the competitive range.

Virtual Oral Presentations were held on January 25, 2023, and January 27, 2023. In general, each proposer's presentation addressed the requirements of the RFP, and experience with all aspects of the required scope for successful oversight of the Link Union Station CMGC contract. The proposing firms had the opportunity to present their key personnel as well as respond to the PET's questions. Each proposing team was asked questions relative to each firm's previous experience performing work of a similar nature to the Scope of Services presented in the RFP.

Qualifications Summary of Recommended Firm:

The evaluation performed by the PET determined, in accordance with the evaluation criteria in the RFP, that the proposal from Jacobs Project Management Company (Jacobs) demonstrated substantial CM/GC and relevant experience on projects that were similar in scope and complexity as the Link US project. Key personnel positions including the Project/Construction Manager, Lead Facilitator and Lead Estimator all have substantial CM/GC delivery method experience. The PET determined the Lead Facilitator to have the most relevant experience in the pre-construction phase and negotiating a price with a CM/GC contractor. The Proposal demonstrated thorough knowledge and understanding of the project and the potential constraints that may adversely impact the project.

The Proposer demonstrated it has successful experience negotiating many significant CM/GC contracts for similar projects. Jacobs proposed a proven negotiation approach to successfully negotiate a Firm Fixed Price (FFP) construction contract for Phase A with the selected CM/GC. The proposal also demonstrated an effective and the best Project Management approach to manage the preconstruction period for phase A construction and proposed worthy Value Engineering (VE) and Constructability opportunities that may potentially provide substantial cost and time savings.

The Jacobs team proposed a comprehensive management approach for the pre-construction phase and a comprehensive, well-thought-out plan to negotiate a Firm Fixed Price (FFP) contract with the CM/GC for Phase A construction. The proposal includes several best practices developed from experience on previous CM/GC projects. A key lesson learned on the Dallas Area Rapid Transit (DART) Green Line project and proposed approach for this project is to de-risk the project prior to negotiating a Firm Fixed Price with the CM/GC. The proposed de-risking approach includes developing a quantitative risk matrix and establishing the framework for a deep dive to identify risks in order to capture risks perceived from every angle and to quantify the cost, schedule, and likelihood of occurrence for potential impacts. De-risking the project prior to negotiating the FFP construction contract will lead to a

more defined project scope and resources needed to complete the project successfully.

Jacobs' proposed key personnel that have extensive experience on projects with similar complexity to the Link Union Station Project. For example, the Project /Construction Manager has 31 years of experience including 15 years as program manager or project manager on transportation projects valued at \$1B. Recent experience includes serving as Program Manager on City of LA's 6th Street Viaduct CM/GC project, Construction Manager on City of LA's Riverside Drive Viaduct project and Project Manager on Metro's LA River Path project. The proposed Lead Facilitator is a national transit and alternative delivery expert with 38 years of experience. Experience includes DART's successful implementation and delivery of 12 CM/GC and Progressive Design Build (PDB) projects, including the \$1.8 Billion 28-mile Green Line Light Rail project in Dallas TX. The Lead Facilitator negotiated and executed Firm Fixed Price/Guaranteed Maximum Price contracts for 7 CM/GC or innovative delivery method projects valued at \$2B.

The PET ranked the proposals and assessed major strengths and weaknesses of the Proposers to determine the most qualified firm. The evaluation performed by the PET determined Jacobs Project Management Company as the most qualified firm to provide Construction Management Support Services for Link Union Station CM/GC.

The results of the final scoring are shown below:

	Firm / Evaluation Factor	Max Factor Weight	Max Points for Criteria	Total Average Score	Rank
1					
2	Jacobs Project Management Company				
3	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	842.93	
4	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) (30.00%)	30.00%	300.00	259.27	
5	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (10.50%)	10.50%	105.00	86.15	

6	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (17.50%)	17.50%	175.00	150.23	
7	D. CONSTRUCTION MANAGEMENT (PHASE A) - (22.00%)	22.00%	220.00	177.85	
8	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) - (10.00%)	10.00%	100.00	85.67	
9	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) - (10.00%)	10.00%	100.00	83.77	
10	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B - (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	301.07	
11	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) - (40.00%)	40.00%	140.00	122.23	
12	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION - (15.71%)	15.71%	55.00	46.42	
13	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) - (31.42%)	31.42%	110.00	95.20	
14	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) - (12.86%)	12.86%	45.00	37.22	
15	Total		1350.00	1144.00	1
16	Lockwood, Andrews, & Newnam, Inc.				
17	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	841.00	
18	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) (30.00%)	30.00%	300.00	261.25	
19	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (10.50%)	10.50%	105.00	76.17	
20	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (17.50%)	17.50%	175.00	146.37	
21	D. CONSTRUCTION MANAGEMENT (PHASE A) - (22.00%)	22.00%	220.00	181.72	
22	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) - (10.00%)	10.00%	100.00	90.00	

23	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) - (10.00%)	10.00%	100.00	85.50	
24	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B - (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	287.03	
25	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) - (40.00%)	40.00%	140.00	119.92	
26	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION - (15.71%)	15.71%	55.00	43.08	
27	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) - (31.42%)	31.42%	110.00	90.20	
28	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) - (12.86%)	12.86%	45.00	33.83	
29	Total		1350.00	1128.03	2
30	Psomas				
31	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	771.93	
32	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) (30.00%)	30.00%	300.00	238.02	
33	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (10.50%)	10.50%	105.00	80.05	
34	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (17.50%)	17.50%	175.00	140.05	
35	D. CONSTRUCTION MANAGEMENT (PHASE A) - (22.00%)	22.00%	220.00	161.97	
36	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) - (10.00%)	10.00%	100.00	74.45	
37	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) - (10.00%)	10.00%	100.00	77.40	
38	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B - (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	266.67	

39	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) - (40.00%)	40.00%	140.00	108.33	
40	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION - (15.71%)	15.71%	55.00	44.17	
41	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) - (31.42%)	31.42%	110.00	79.67	
42	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) - (12.86%)	12.86%	45.00	34.50	
43	Total		1350.00	1038.60	3
44	Parsons / Mott McDonald (Joint Venture)				
45	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	754.87	
46	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) (30.00%)	30.00%	300.00	230.7833	
47	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (10.50%)	10.50%	105.00	75.20	
48	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (17.50%)	17.50%	175.00	141.78	
49	D. CONSTRUCTION MANAGEMENT (PHASE A) - (22.00%)	22.00%	220.00	159.23	
50	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) - (10.00%)	10.00%	100.00	72.30	
51	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) - (10.00%)	10.00%	100.00	75.57	
52	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B - (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	267.97	
53	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) - (40.00%)	40.00%	140.00	109.42	
54	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION - (15.71%)	15.71%	55.00	41.73	

55	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) - (31.42%)	31.42%	110.00	82.57	
56	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) - (12.86%)	12.86%	45.00	34.25	
57	Total		1350.00	1022.83	4
58	Stantec Consulting Services Inc.				
59	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	745.30	
60	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) (30.00%)	30.00%	300.00	232.65	
61	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (10.50%)	10.50%	105.00	78.92	
62	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (17.50%)	17.50%	175.00	120.60	
63	D. CONSTRUCTION MANAGEMENT (PHASE A) - (22.00%)	22.00%	220.00	165.12	
64	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) - (10.00%)	10.00%	100.00	74.37	
65	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) - (10.00%)	10.00%	100.00	73.65	
66	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B - (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	263.42	
67	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) - (40.00%)	40.00%	140.00	106.63	
68	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION - (15.71%)	15.71%	55.00	41.53	
69	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) - (31.42%)	31.42%	110.00	81.02	
70	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) - (12.86%)	12.86%	45.00	34.23	
71	Total		1350.00	1008.72	5
72	ABA Global, Inc.				

73	I. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE A (100% of total 1000 points, which is 74% of TOTAL 1350 Points)	100.00%	1000.00	206.17	
74	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE A) 300 pts/1000 pts (30.00%)	30.00%	300.00	114.1667	
75	B. PROJECT MANAGEMENT APPROACH TO PRECONSTRUCTION SUPPORT SERVICES (PHASE A) (105 pts of 1000 pts = 10.50%)	10.50%	105.00	11.60	
76	C. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL (PHASE A) (1 75 pts of 1000pts =17.50%)	17.50%	175.00	1.00	
77	D. CONSTRUCTION MANAGEMENT (PHASE A) – (220 pts of 1000pts = 22.00%)	22.00%	220.00	16.33	
78	E. THIRD-PARTY COORDINATION AND APPROVAL (PHASE A) – (100 pts of 1000 pts = 10.00%)	10.00%	100.00	57.13	
79	F. COST MANAGEMENT AND VALUE ENGINEERING (PHASE A) – (100 pts of 1000 pts = 10.00%)	10.00%	100.00	5.93	
80	II. EVALUATION CRITERIA AND SCORING FOR PROJECT PHASE B – (100% of total 350 points, which is 26% of TOTAL 1350 Points)	100.00%	350.00	40.08	
81	A. PROPOSER'S PROJECT TEAM AND CMGC EXPERIENCE (PHASE B) – (140 pts of 350 pts = 40.00%)	40.00%	140.00	37.05	
82	B. SUCCESSFUL NEGOTIATION APPROACH TO A FIRM FIXED PRICE PROPOSAL FOR PHASE B CONSTRUCTION OPTION – (55 pts of 350 pts = 15.71%)	15.71%	55.00	0.00	
83	C. CONSTRUCTION MANAGEMENT (PHASE B OPTIONAL SCOPE) – (100 pts of 350 pts = 31.42%)	31.42%	110.00	3.03	
84	D. COST / SCHEDULE MANAGEMENT AND VALUE ENGINEERING (PHASE B) – (45 pts of 350 pts = 12.86%)	12.86%	45.00	0.00	
85	Total		1350.00	246.25	6

C. Cost/Price Analysis

A cost analysis of the elements of cost including labor rates, indirect rates and other direct costs was completed in accordance with Metro's Procurement Policies and Procedures, including fact-finding, clarification and cost analysis and the cost factors were determined to be fair and reasonable. Metro negotiated and established indirect cost rates and as appropriate provisional indirect (overhead) rates, plus a fixed fee factor to establish a fixed fee amount based on the total estimated cost of performance of the Scope of Services, during the contract term.

The following table reflects the total estimated cost for the first Annual Work Plan.

Proposer Name	Proposal Amount	Metro ICE	Cost Plus Fixed Fee amount
Jacobs Project Management Company	\$3,117,794	\$3,641,046	\$3,051,600

D. Background on Recommended Contractor

The Jacobs Project Management Company (Jacobs) is a global engineering firm providing a full spectrum of professional services including consulting, technical, scientific and project delivery for the government and private sectors. They are headquartered in Dallas Texas and have a local office located in the heart of downtown Los Angeles, at 555 S. Flower Street, Suite 3200 Los Angeles, CA 90071.

Jacobs teamed-up with several local subcontractors, including AECOM, a global infrastructure consulting firm headquartered in Los Angeles, as a major partner. Jacobs and AECOM have a long history of working together delivering complex transportation infrastructure projects, including the Mid-Coast Transit Corridor Project in San Diego and Eastside Transit Corridor Access Improvement Projects in New York.

The Jacobs team has developed a thorough understanding of Metro's and Link Union Station key stakeholders' requirements from recent experience working with Metro on Metro's D Line (Purple) Extension Section 1 Project (Construction Management (CM) services), Caltrans District 7 (D7) CM on-call contract (CM services), and on Metrolink's Southern California Optimized Rail Expansion (SCORE) program.

The Jacobs team has comprehensive excellent experience in providing Construction Management Services to public agencies on complex CM/GC transportation projects. Jacobs team has significant relevant Construction and Program Management experience on complex CM/GC transportation projects, including the completed \$1.5B Mid-Coast Transit Corridor Project in San Diego, the 6th Street Viaduct Project in Los Angeles, and the TexRail Commuter Rail Project in Dallas. Additional experience on large transportation projects include experience as the

designer of the Denver Union Station expansion project, program / construction manager for the Grand Central Terminal modernization project and construction manager for the World Trade Center PATH Hub projects in New York City.