

## PROCUREMENT SUMMARY

## 2028 GAMES SUPPORT SERVICES / PS127282000-PS127282002

1.	<b>Contract Numbers:</b> PS127282000 – Jacobs Engineering Group Inc. PS127282001 – Mott MacDonald Group, Inc. PS127282002 – Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)	
2.	<b>Recommended Vendors:</b> Jacobs Engineering Group Inc. Mott MacDonald Group, Inc. Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)	
3.	<b>Type of Procurement (check one):</b> <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.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 11/15/24	
	<b>B. Advertised/Publicized:</b> 11/15/24	
	<b>C. Pre-Proposal Conference:</b> 11/22/24	
	<b>D. Proposals Due:</b> 1/14/25	
	<b>E. Pre-Qualification Completed:</b> 8/15/25	
	<b>F. Ethics Declaration Forms Submitted to Ethics:</b> 1/14/25	
	<b>G. Protest Period End Date:</b> 9/23/25	
5.	<b>Solicitations Downloaded:</b> 321	<b>Proposals Received:</b> 3
6.	<b>Contract Administrator:</b> Manchi Yi	<b>Telephone Number:</b> 213-413-3332
7.	<b>Project Manager:</b> Ernesto Chaves	<b>Telephone Number:</b> 213-547-4362

**A. Procurement Background**

This Board Action is to approve Contract Nos. PS127282000, PS127282001 and PS127282002 to provide Games Support Services on an as-needed basis to support Metro's planning for the 2028 Games, in alignment with the Mobility Concept Plan across Los Angeles. Board approval of contract awards is subject to the resolution of any properly submitted protest(s), if any.

This item was originally presented to the Ad Hoc 2028 Olympic & Paralympic Games Committee on May 14, 2025 (Item #7). However, prior to the May Board meeting, staff was made aware of discrepancies with the recommendation and the Item was withdrawn from the May Board agenda. After further review, on July 23, 2025, staff rescinded the Notice of Intent to Award that was issued to all three firms and initiated the re-evaluation of the proposals received. This Procurement Summary outlines the results of the re-evaluation process.

On November 15, 2024, Request for Proposals (RFP) No. PS127282 was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit rate. The Diversity and Economic Opportunity Department recommended an overall Disadvantaged Business Enterprise (DBE) goal of 31%, an overall Small Business

Enterprise (SBE) goal of 28%, and an overall Disabled Veteran Business Enterprise (DVBE) goal of 3%. Task orders will only be issued on a rotational basis as the need for support services arises and as funding is made available for these contracts.

Four amendments were issued during the RFP:

- Amendment No. 1, issued on December 6, 2024, extended the proposal due date from January 7, 2025 to January 14, 2025;
- Amendment No. 2, issued on December 13, 2024, provided revisions related to the Scope of Services, Evaluation Criteria, Submittal Requirements, Ethics Declaration, Schedule of Quantities and Prices, and Letter of Invitation;
- Amendment No. 3, issued on December 18, 2024, provided updated documents listed in the Non-Disclosure Agreement (NDA);
- Amendment No. 4, issued on January 31, 2025, provided updated documents listed in the NDA.

A total of 321 downloads of the RFP were included in the planholder's list. A virtual pre-proposal conference was held on November 22, 2024, and was attended by 159 participants representing 84 firms. There were 155 questions received for this RFP and responses were provided prior to the proposal due date.

A total of three proposals were received on January 14, 2025, and are listed below in alphabetical order:

1. Jacobs Engineering Group Inc.
2. Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)
3. Mott MacDonald Group, Inc.

## **B. Evaluation of Proposals**

As part of the re-evaluation, staff assembled a new Proposal Evaluation Team (PET) consisting of staff from Operations, Customer Experience, Office of Management and Budget, Countywide Planning and Development, and Chief of Staff. The PET 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 Capabilities of Firms on the Team 35%
- Experience and Capabilities of the Key Personnel 30%
- Project Understanding and Approach 35%

Several factors were considered when developing these weights, giving the greatest importance to the experience and capabilities of firms on the team and project understanding and approach.

This is an A&E, qualifications-based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

From July 31, 2025, through August 8, 2025, the PET independently evaluated and scored the technical proposals. All three firms were determined to be within the competitive range and were invited for an interview on August 11, 2025. Each firm had the opportunity to present each team's qualifications and responded to the PET's questions.

The final scoring, after interviews, determined that all three firms were technically qualified to perform the work required in the Scope of Services. Based on the amount of work that is required in a limited amount of time to successfully support the 2028 Olympic and Paralympic Games, staff recommends awarding contracts to all three firms and issuing individual task orders on a rotational basis to ensure all of the work necessary to support these critical events is accomplished in a timely manner.

#### **Qualifications Summary of Recommended Firms:**

##### Jacobs Engineering Group Inc.

The Jacobs Engineering Group Inc. (Jacobs) team brings together experience supporting jurisdictions for several world games, including, more recently Paris 2024, Rio 2016, London 2012 and others. The proposal demonstrates relevant experience in all five major areas critical for Games readiness, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The proposal highlighted experience working with Games Mobility Executives (GME) partners and other relevant stakeholders. Several of the firms on the team have worked together on several projects and specifically on the Mobility Concept Plan (MCP).

The proposed key personnel meet the required technical qualifications and training for each of the technical areas of the RFP. The Games Director has vast World Games experience and is supported by leaders with local experience. Overall, there is a strong collection of technical qualifications and a combination of World Games and local project delivery. The proposed Games Project Planning and Delivery Manager and Games Strategic Advisor bring extensive experience working on Metro's MCP. The team has demonstrated they have the organizational capacity required to perform the scope of services.

The team demonstrated an in-depth understanding of the challenges and needs. Their approach is centered around legacy, support of the Games, and equity, which

are all consistent with the MCP. The proposal demonstrated their ability to accelerate schedules and tasks, including an approach to ensure agility and responsiveness with augmentation of staff.

#### Mott MacDonald Group, Inc.

The Mott MacDonald Group, Inc. (Mott) team demonstrated a wide range of relevant experience across all technical areas of the RFP, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The team includes more than two dozen qualified local firms with a depth of experience in delivering workstreams defined by Metro. The primary Games Support Services functions would be provided by Mott and D'Leon, both with a long history of working with Metro on high caliber projects. World Games experience is brought by Arcadis, Arup, BCG, HOK, Steer, and SYSTRA, which collectively have worked on all major recent World Games events. The team has demonstrated extensive experience with consensus-building and resolving issues to deliver large and time-sensitive projects, particularly for the City of Los Angeles and LA County, which is where most of the LA28 venues are located.

The proposed key personnel meet the technical qualifications and training for each of the technical areas of the RFP. The Games Director has vast local experience, supported by a Deputy with World Games experience. The team comprises people that have worked together locally for many years, either in the City of LA or Metro, and globally at various world events like London 2012.

The team's proposed implementation roadmap is grounded in an understanding of Metro's policy and financial constraints for the Games, providing a focused review of tasks that could/need to be undertaken for each workstream to maximize the use of time and available funding. The team's proposal includes utilizing management practices to help guarantee delivery of the work and demonstrates readiness to accelerate the work. Through the experience of local firms and the experience in World Games, the team demonstrated an understanding of how to work effectively with third-party agencies and how important that is to the Games.

#### Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)

The Legacy 2028 (a Joint Venture between STV Inc. and Egis Rail Inc. USA) team demonstrated a wide range of relevant experience across all technical areas of the RFP, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. Games experience is brought primarily by Egis Rail Inc. USA, which was the principal infrastructure development firm for the Paris 2024 Summer Games, as well as firms including KPMG, Ernst & Young, Accenture, and Steer. The team has expertise advancing Metro projects, coordinating with third parties, and securing approvals from the City of Los Angeles and other local agencies.

The proposed key personnel meet the technical qualifications and training for each of the technical areas of the RFP. There is a relevant combination of local expertise from the Games Director (including direct Metro experience) and global events key staff (Games Strategic Advisor). The organizational chart presents a bench of senior advisors, including federal, executive and Games.

Legacy 2028 demonstrated a clear understanding of Metro's needs for the Games. Their approach entails core solutions, tactical urbanism, asset augmentation, and innovation-first. Their focus demonstrated an approach to develop contingency plans and ways to minimize supplemental fleet needs. The proposal presented a defined organizational chart, with 120 full-time technical staff available to perform the services required. The team proposes to use community-based organizations as leaders in programming local Mobility Hubs, which is consistent with Metro's vision. The team also laid out initiatives for entry-level candidates and DBE/SBE integration.

A summary of the PET scores is provided below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>Jacobs Engineering Group Inc.</b>				
3	Experience and Capabilities of Firms on the Team	81.71	35.00%	28.60	
4	Experience and Capabilities of the Key Personnel	84.50	30.00%	25.35	
5	Project Understanding and Approach	84.29	35.00%	29.50	
6	<b>Total</b>		<b>100.00%</b>	<b>83.45</b>	<b>1</b>
7	<b>Mott MacDonald Group, Inc.</b>				
8	Experience and Capabilities of Firms on the Team	78.86	35.00%	27.60	
9	Experience and Capabilities of the Key Personnel	77.83	30.00%	23.35	
10	Project Understanding and Approach	82.29	35.00%	28.80	
11	<b>Total</b>		<b>100.00%</b>	<b>79.75</b>	<b>2</b>
12	<b>Legacy 2028</b>				
13	Experience and Capabilities of Firms on the Team	76.00	35.00%	26.60	
14	Experience and Capabilities of the Key Personnel	80.33	30.00%	24.10	
15	Project Understanding and Approach	79.14	35.00%	27.70	
16	<b>Total</b>		<b>100.00%</b>	<b>78.40</b>	<b>3</b>

### **C. Cost Analysis**

Each firm submitted fully burdened hourly rates for positions necessary to perform the Games Support Services. The key personnel rates, in part, have been determined to be fair and reasonable based on cost analysis, technical evaluation, and fact-finding. Staff successfully negotiated an overall reduction in fee for the prime contractors and their subcontractors.

Work will be authorized through the issuance of task orders on a rotational basis, and each task order will contain a specific scope of services. A cost/price analysis will be performed, as appropriate, to determine price reasonableness prior to executing each task order.

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

#### **Jacobs Engineering Group Inc.**

Jacobs Engineering Group Inc. (Jacobs) was established in 1947 with a local office in Los Angeles, California. Jacobs brings together a team with World Games and deep local experience rooted in Los Angeles. Jacob's team includes 54 subcontractors, including several DBEs, SBEs, and DVBES. Jacobs's experience on Metro projects, such as the Purple Line Extension and I-105 ExpressLane will be instrumental in supporting the 2028 Games.

#### **Mott MacDonald Group, Inc.**

Mott MacDonald Group, Inc. (Mott) founded in 1989, is a management, engineering, and development consultancy headquartered in the United Kingdom. It has a local office in Los Angeles, California. There are 26 subcontractors in the team, including several DBEs, SBEs, and DVBES. Mott has supported Metro delivery of key transit projects such as the Metro Red and Purple Line Feasibility Studies, the Hollywood to Universal Red Line Extension, Measure M projects such as Crenshaw/LAX People Mover, Regional Connector, and the G Line (Orange) Improvements.

#### **Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)**

The Legacy 2028 team is led by a Joint Venture between STV Inc. and Egis Rail Inc. USA. STV Inc. has been in business for over 113 years with an office in Los Angeles, California, and has experience managing major infrastructure projects in the Los Angeles region. Egis Rail Inc. USA has been in business for eight years and was the principal infrastructure development firm for the 2024 Paris Summer Games. The Legacy 2028 team consists of 60 subcontractors including several DBEs, SBEs, and DVBES. The team has experience in advancing Metro projects, coordinating with third parties, and securing approvals from the City of Los Angeles and other local agencies.