

## PROCUREMENT SUMMARY

INTEGRATED STATION DESIGN SOLUTIONS  
PS35771-2001

1.	<b>Contract Number:</b> PS35771-2001	
2.	<b>Recommended Vendor:</b> M. Arthur Gensler Jr. & Associates, 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> May 22, 2017	
	<b>B. Advertised/Publicized:</b> May 22, 2017	
	<b>C. Pre-Proposal Conference:</b> June 5, 2017	
	<b>D. Proposals Due:</b> June 29, 2017	
	<b>E. Pre-Qualification Completed:</b> October 19, 2017	
	<b>F. Conflict of Interest Forms Submitted to Ethics:</b> July 11, 2017	
	<b>G. Protest Period End Date:</b> January 19, 2018	
5.	<b>Solicitations Picked up/Downloaded:</b> 106	<b>Bids/Proposals Received:</b> 5
6.	<b>Contract Administrator:</b> Brian Selwyn	<b>Telephone Number:</b> (213) 922-4679
7.	<b>Project Manager:</b> Rachelle Andrews	<b>Telephone Number:</b> (213) 922-3896

**A. Procurement Background**

This Board Action is to approve Contract No. PS35771-2001 issued in support of Metro's Countywide Planning Department which requires assistance developing integrated and innovative design solutions for station elements, which will be implemented at existing and future Metro stations. Board approval of contract awards are subject to resolution of any properly submitted protest.

A previous Small Business Enterprise (SBE) set aside solicitation (RFP PS35771) was issued on December 20, 2016, and three proposals were received on January 30, 2017. Following careful review of the proposals submitted, it was determined by the Proposal Evaluation Team that it was in Metro's best interest to cancel the solicitation and re-issue it at a later date.

The subject RFP was issued in accordance with Metro's Acquisition Policy. The contract type is a firm fixed price.

No amendments to the RFP were issued.

A pre-proposal conference was held on June 5, 2017, and was attended by 41 individuals, representing 34 firms. There were nine questions asked and responses were released prior to the proposal due date.

A total of 106 firms downloaded the RFP and were included in the planholder's list. A total of five proposals were received on June 29, 2017.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from Metro's Systemwide Design, Civil Rights, Art and Design, and Project Engineering departments was convened and conducted a comprehensive technical evaluation of the proposals received.

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

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|---|------------|
| • Experience and Capabilities of Personnel on the Team  | 35 percent |
| • Effectiveness of Management Plan                      | 15 percent |
| • Project Understanding and Approach for Implementation | 30 percent |
| • Cost  | 20 percent |

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

The five proposals received were determined to be within the competitive range, and are listed below in alphabetical order:

1. Anil Verma Associates, Inc. (AVA)
2. Dattner Architects (Dattner)
3. Foster + Partners Limited (Foster)
4. Johnson Fain, Inc. (Johnson Fain)
5. M. Arthur Gensler Jr. & Associates, Inc. (Gensler)

The PET members independently evaluated and scored the technical proposals from July 5, 2017 to September 25, 2017.

On September 13-14, 2017, the PET conducted interviews with the five firms. The firms had an opportunity to present their proposed project manager, the team's qualifications, and respond to the PET's questions. More specifically, the firms were asked to present a focused presentation describing their plans for carrying out the work specified in the subject Scope of Services.

The final scoring after interviews determined Gensler to be the highest rated proposer.

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

### **M. Arthur Gensler Jr. & Associates, Inc. (Gensler)**

Gensler has experience in design, architecture, and planning, delivering innovative and iconic projects. The firm's team of design professionals has expertise managing large, interdisciplinary teams, and has worked on projects with the proposed subcontractors, including the global design talent and expertise from ARUP, on numerous projects locally and globally. The project team has experience with integrated transportation design projects focused on transit station architecture and urban design of similar complex projects, and presents a working knowledge of global best practices. Focused on the process of coordination and consensus building, the firm makes decisions regarding new projects at the outset of the project, thus improving the chances for project success and longevity. Gensler demonstrated the ability to work with stakeholders in order to envision and then develop design solutions that are flexible enough to respond to specific site conditions along with evolving concerns from stakeholders and technological advances, which may occur during the life of the project.

The firm has demonstrated a solid understanding of Metro's Systemwide Station Design Standards, and the need to develop integrated and innovative design solutions for specific detailed station elements that can be effectively standardized and implemented in existing and future Metro stations, thereby ensuring project success. Gensler's proposal provided a clear vision to improve transit connectivity through integrated transit services and station environments, with a focused detailed design approach that will ensure development of innovative design solutions for state-of-the-art Metro stations.

### **Anil Verma Associates, Inc. (AVA)**

Anil Verma specializes in transit and capital improvement design projects, nationally and internationally. The firm has developed and implemented technical requirements and criteria for over 450 stations, including criteria for station public areas, ancillary spaces, and station entrances. Firm principals and key AVA personnel were involved in the development of the Metro Rail Design Criteria (MRDC) in the early 1980s, and are familiar with Metro's current station design requirements as they have worked on several recent Metro transit corridor projects. The project team, which includes subcontractors representing a number of specialties, clearly outlines a direction to follow in order to address the overall design challenges stated in the subject RFP. Although AVA's proposal provides an approach to ensure that new design elements are innovative, the overall project approach is primarily focused on engineering codes and standards.

### **Dattner Architects (Dattner)**

Dattner has experience with large architectural projects within the public sphere, including transportation, infrastructure, and urban planning, that are tailored to

specific project needs and reflect the distinctive diversity of urban environments. Dattner understands the importance of utilizing standardized design elements, while still allowing for flexibility within the design. Including several subcontractors, the project team is bi-coastal, and provides specialties with overlapping and complementary areas of expertise that should support a collaborative process. The project team has experience developing innovative individual station designs for large transportation systems. However, the team did not demonstrate an understanding of the need to integrate new design solutions into Metro's *existing* Systemwide Station Design Standards, but focused on the idea of a new architectural branding strategy for Metro stations.

### **Foster + Partners Limited (Foster)**

Foster + Partners is a firm with a diverse portfolio of rail and infrastructure projects around the globe. Foster approaches projects with state-of-the-art ideas and technologies that provide advanced station designs. The firm has an understanding of urban contextual design for transportation systems and a great depth of international knowledge and resources. In order to ensure the project team understood current Metro project requirements, Foster included Parsons as a subcontractor who would advise the team throughout the project. Parsons has experience working directly on several Metro projects, including Purple Line Extension 1 and Crenshaw/LAX. While the project team generally has experience developing innovative solutions for transportation systems on a large scale (i.e., for development of the new Dubai transit system), the transit design experience provided by the firm's proposal did not adequately demonstrate development of specific detail oriented design solutions.

### **Johnson Fain, Inc. (Johnson Fain)**

Johnson Fain has global experience with a local presence, and experience developing detail oriented design elements. The firm helped develop the original Metro *Kit of Parts*, and has previously provided design assistance to Metro during design review for several station design projects. Johnson Fain has a clear understanding of how to work with internal Metro staff, and is knowledgeable regarding Metro's current design standards. The proposed project team includes subcontractors who specialize in transit-oriented urban design, landscape, lighting, engineering, cost estimating, and signage and graphics. However, in its proposal, the firm did not demonstrate specific expertise in transit facility operations or accessibility. While the firm's outlined approach provides assurance that new design solutions developed through this project are in keeping within Metro's existing station design language and are appropriate for the transit environment specific to Los Angeles, the proposal did not adequately demonstrate the team's ability to develop and integrate truly innovative design solutions, nor did it demonstrate a very clear strategy for getting input from Metro departments from the outset of the project.

Following is a summary of the PET evaluation scores:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	<b>M. Arthur Gensler Jr. &amp; Associates</b>				
3	Experience and Capabilities of Personnel on the Team	90.65	35.00%	31.73	
4	Effectiveness of Management Plan	86.33	15.00%	12.95	
5	Project Understanding and Approach for Implementation	82.25	30.00%	24.68	
6	Cost	66.75	20.00%	13.35	
7	<b>Total</b>	100.00	<b>100.00%</b>	<b>82.71</b>	<b>1</b>
8	<b>Johnson Fain Inc.</b>				
9	Experience and Capabilities of Personnel on the Team	73.75	35.00%	25.81	
10	Effectiveness of Management Plan	69.67	15.00%	10.45	
11	Project Understanding and Approach for Implementation	72.00	30.00%	21.60	
12	Cost	100.00	20.00%	20.00	
13	<b>Total</b>		<b>100.00%</b>	<b>77.86</b>	<b>2</b>
14	<b>Dattner Architects</b>				
15	Experience and Capabilities of Personnel on the Team	76.25	35.00%	26.69	
16	Effectiveness of Management Plan	76.67	15.00%	11.50	
17	Project Understanding and Approach for Implementation	70.75	30.00%	21.23	
18	Cost	54.70	20.00%	10.94	
19	<b>Total</b>	100.00	<b>100.00%</b>	<b>70.36</b>	<b>3</b>
20	<b>Anil Verma Associates, Inc.</b>				
21	Experience and Capabilities of Personnel on the Team	73.00	35.00%	25.55	
22	Effectiveness of Management Plan	70.67	15.00%	10.60	
23	Project Understanding and Approach for Implementation	73.00	30.00%	21.90	
24	Cost	52.00	20.00%	10.40	
25	<b>Total</b>	100.00	<b>100.00%</b>	<b>68.45</b>	<b>4</b>

<b>26</b>	<b>Foster + Partners Limited</b>				
<b>27</b>	Experience and Capabilities of Personnel on the Team	75.25	35.00%	26.34	
<b>28</b>	Effectiveness of Management Plan	76.00	15.00%	11.40	
<b>29</b>	Project Understanding and Approach for Implementation	73.25	30.00%	21.98	
<b>30</b>	Cost	24.75	20.00%	4.95	
<b>31</b>	<b>Total</b>	<b>100.00</b>	<b>100%</b>	<b>64.67</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), cost analysis, technical analysis, fact finding, and statement of work discussions. Gensler adjusted its cost proposal based on Metro's discussions with the firm, which focused on Project Task 5, "White Papers and Updates to MRDC and Standard Directive Drawings" and related tasks. Given the project requirements, as delineated in the Scope of Services, the proposed work effort for this task was deemed acceptable to ensure project success. During discussions, staff determined a higher level of effort was required to complete the services successfully. The final negotiated price reflects the inclusion of this additional effort, while still remaining below Metro's original cost estimate.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>Negotiated Amount</b>
1.	Gensler	\$1,544,722	<b>\$1,815,109</b>	<b>\$1,694,864</b>
2.	AVA	\$1,982,195	<b>\$1,815,109</b>	
3.	Dattner	\$1,884,262	<b>\$1,815,109</b>	
4.	Foster	\$4,162,764	<b>\$1,815,109</b>	
5.	Johnson Fain	\$1,031,015	<b>\$1,815,109</b>	

### D. Background on Recommended Contractor

The recommended firm, Gensler, located in Los Angeles, has been in existence for over three decades. Relevant to this procurement, the Gensler team has experience in the fields of station design, design codes and guides, feasibility studies and site assessment, consultation and community engagement, participatory planning and design, and planning applications. Gensler and its subcontractors have worked with Metro on multiple projects in which the company was tasked with the development of transportation master plans and transit station design. Some of the Metro projects on which Gensler worked, or is working, are the Crenshaw/LAX Northern Extension Urban Design Study, the Little Tokyo/Arts District Station, the Union Station Patsaouras Plaza Busway Station, and the Westlake/MacArthur Park Metro Rail station.

Gensler's Project Manager, has 20 years of experience in transit-related design. He led the consultant team in the development of Metro's First/Last Mile Strategic Plan and is currently involved in the Crenshaw Northern Extension Urban Design Feasibility Study. The team assembled by Gensler consists of six subcontractors, who bring specific, relevant areas of expertise to the project. The team includes ARUP (Transportation Planning and Sustainability), RAW International (RAW) (Operations), Mia Lehrer and Associates (Mia Lehrer) (Landscape Architecture), Leland Saylor Associates (Leland Saylor) (Cost Estimating), Kilograph (Advanced Visualization), and Claris Strategy (Claris) (Safety and Security).

The subcontractors, have extensive experience in their respective fields. Arup brings a knowledge of global best-practices in transportation design guidelines and will provide technical design support for individual station components. The firm is currently working with Metro on the 96<sup>th</sup> Street Station project and the Crenshaw/LAX Transit Corridor. RAW and Mia Lehrer have strong local knowledge and a familiarity with the current MRDC and Directive Drawings, working, respectively, as architects and landscape architects on the design of Metro rail stations. Kilograph will work closely with the design team, helping to communicate specific proposals and the passenger experience through photo-realistic visualizations. Leland Saylor, in existence for over thirty years, will provide value engineering and cost estimating services as an evaluation tool for proposed custom design solutions. Finally, Claris, who will provide expertise on station safety and security, has worked with Metro on the Bus and Rail Operation Center Integration Study and the Emergency and Security Operations Center Design.