

PROCUREMENT SUMMARY

**CONSTRUCTION MANAGEMENT SUPPORT SERVICES (CMSS)
FOR THE SR-91 PROJECTS
CONTRACT NUMBER AE94982MC082**

1.	Contract Number: AE94982MC082	
2.	Recommended Vendor: Arcadis U.S. Inc.	
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: December 22,2022	
	B. Advertised/Publicized: December 15,2022	
	C. Pre-Proposal Conference: January 10, 2023	
	D. Proposals Due: February 22, 2023	
	E. Pre-Qualification Completed: June 12, 2023	
	F. Ethics Declaration Form Submitted to Ethics: February 24, 2023	
	G. Protest Period End Date: September 25, 2023	
5.	Solicitations Picked up/Downloaded: 160	Proposals Received: 8
6.	Contract Administrator: Rafael Vasquez	Telephone Number: 213-418-3036
7.	Project Manager: Michelle McFadden Quinn	Telephone Number: 213-922-3026

A. Procurement Background

This Board Action is to approve the award of Contract No. AE94982MC082, Construction Management Support Services (CMSS) for the SR-91 Projects, to the most qualified firm, Arcadis U.S. Inc. (Arcadis) to provide construction management support services that will assist and support Metro Program Management in the performance of Metro's responsibilities managing the Construction of the SR-91 Projects: Eastbound State Route 91 (EB-91) and Westbound State Route 91 (WB-91). Services will include construction management, administration of construction contracts, equipment and services required to support the management of the projects. Board approval is subject to resolution of any properly submitted protest.

The Request for Proposals (RFP) was an Architectural and Engineering (A&E) qualifications-based procurement process performed in accordance with the Los Angeles Metropolitan Transportation Authority (Metro) Procurement Policies and Procedures, and California Government code §4525-4529.5 for Architectural and Engineering services. The contract type is a Cost-Plus Fixed Fee (CPFF) for a term of seven (7) years.

A virtual pre-proposal conference was held on January 10, 2023, in accordance with the California Governor Executive Order N-33-20 related to COVID-19. The event was attended by 143 individuals, and one hundred sixty (160) individuals from various firms downloaded the RFP package.

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

- Amendment No. 1, issued on January 3, 2023, provided vendors the virtual link information to attend the Pre-proposal Conference;
- Amendment No. 2, issued on January 20, 2023, clarified submittal requirements and revised scope of services; and,
- Amendment No. 3, issued on February 10, 2023, clarified, and revised the number of pages required for Volume I - Technical Proposal, under the submittal requirements.

A total of eighty-one (81) questions were submitted during the solicitation period and responses were released to all firms that obtained the RFP prior to the proposal due date. A total of eight (8) proposals were received from the following proposers on the proposal due date of February 22, 2023. The proposers are listed in alphabetical order:

1. AECOM Technical Services, Inc.
2. Arcadis U.S. Inc.
3. Bureau Veritas North America
4. Gateway Partners, A SBE-led Joint Venture
5. Ghirardelli Associates, Inc.
6. Parsons Transportation Group Inc.
7. Psomas
8. WSP USA Inc.

B. Evaluation of Proposals

A Proposal Evaluation Team (PET) consisting of staff from Metro's Program Management and Countywide Planning and Development departments was convened and conducted a comprehensive evaluation of the technical proposals received in accordance with the evaluation criteria set forth in the RFP.

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

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|--|------------|
| • Experience and Capabilities of Firms on the Team | 35 percent |
| • Experience and Capabilities of the Key Personnel | 30 percent |
| • Project Understanding and Approach | 35 percent |

The evaluation criteria are appropriate and consistent with criteria developed for other, similar A&E procurements. Several factors were considered when developing these weights, giving the greatest importance to the Experience and Capabilities of the 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 federal law.

Of the eight proposals received, four were determined to be within the competitive range, after the initial scoring and ranking of the written proposals. The four firms within the competitive range are listed below in alphabetical order:

1. AECOM Technical Services, Inc.
2. Arcadis U.S. Inc.
3. Bureau Veritas North America
4. WSP USA Inc.

The four other proposers were determined to be outside the competitive range and were not included for further consideration. Those four firms were outside the competitive range because it was determined that each had little or no chance of scoring high enough to be determined to be most qualified. The four firms that were outside of the competitive range were notified on May 22, 2023.

During the week of June 1, 2023, the four proposers in the competitive range made oral presentations to the PET. The proposers' project managers and key personnel had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. In general, each proposing 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 highlighted were staffing plans, work plans, and perceived project issues. Each Proposer was asked questions relative to their proposal and their team's previous experience. The Arcadis' team demonstrated a clear understanding of the risks and challenges associated with these types of projects and provided examples from prior projects of how the team overcame those challenges.

Qualifications Summary of Recommended Firm

Arcadis is a global design, engineering and management consulting company based in Irvine , CA with local offices in the Los Angeles area. It currently operates more than 350 offices across 40 countries. Arcadis demonstrated expertise and a history of construction management support services for Caltrans projects in Orange County, Lake Elsinore, and San Bernardino areas.

The proposed project manager has experience working on the agency side managing CMSS contracts but also has many years of experience working as a construction contractor, bringing an enhanced understanding of both sides of the construction industry. Arcadis demonstrated experience with similar construction management efforts with different multiple agencies including OCTA, Metro and RCTC, the City of Long Beach, and Caltrans. Arcadis demonstrated experience on projects including I-15 Baseline that resulted in no claims and had many of the same challenges as EB and WB SR-91 projects, including retaining walls, demolition of bridges, multiagency coordination, utilities, temporary bridges.

Additionally, Arcadis highlighted the I-5 Widening project in Orange County, including utility relocation and bridge replacement similar to the EB SR-91 project. Arcadis presented their understanding of key EB SR-91 challenges, including lane closures and demolition of retaining/sound walls and how they would minimize these issues. Key staff highlighted personal connection to the project area for EB SR-91 working in close partnership with the community specially along 67th street, detour issues at Atlantic and Orange, impacts to Long Beach and Metro bus stops, bicycle paths, etc.

Arcadis explained the major risks, including cost and budget escalation, maintenance of traffic, time related overhead, environmental commitment record, inflation/escalation, etc. Arcadis recommended a proposed solution related to a detailed constructability review and being proactive at resolving and ironing out any design issues upfront. In addition, Arcadis committed to a full review and restructuring of the schedule to validate the approach.

Arcadis provided specific examples of how lessons learned would be transferred from EB to WB SR-91 projects, including transferring team from one project to the other and including monthly meetings to share information and lessons learned, co-locate teams in the same PMO, and utilize some of the same key personnel for critical path items including utility relocations and bridge widening/replacements.

Finally, Arcadis excelled during the oral presentation, clearly identifying project challenges and preliminary solutions, highlighting previous relevant experience in managing those challenges, and demonstrating a cohesive team, including leveraging the strengths of each key staff.

After a thorough evaluation of the written proposals and oral presentations, the PET's recommendation in the order of ranking is shown in the table below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Arcadis				
3	Experience and Capabilities of Firms on the Team	88.89	35.00%	31.11	
4	Experience and Capabilities of the Key Personnel	86.67	30.00%	26.00	
5	Project Understanding and Approach	79.21	35.00%	27.72	
6	Total		100.00%	84.83	1
7	WSP USA Inc.				
8	Experience and Capabilities of Firms on the Team	85.67	35.00%	29.99	
9	Experience and Capabilities of the Key Personnel	83.17	30.00%	24.95	

10	Project Understanding and Approach	84.27	35.00%	29.50	
11	Total		100.00%	84.44	2
12	AECOM Technical Services, Inc.				
13	Experience and Capabilities of Firms on the Team	81.78	35.00%	28.62	
14	Experience and Capabilities of the Key Personnel	80.33	30.00%	24.10	
15	Project Understanding and Approach	81.58	35.00%	28.55	
16	Total		100.00%	81.27	3
17	Bureau Veritas North America				
18	Experience and Capabilities of Firms on the Team	78.89	35.00%	27.61	
19	Experience and Capabilities of the Key Personnel	82.50	30.00%	24.75	
20	Project Understanding and Approach	80.00	35.00%	28.00	
21	Total		100.00%	80.36	4

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-plus fixed fee for the staffing plan provided in the RFP for the base 7 years of the contract.

Proposer Name	Proposal Amount ⁽¹⁾	Metro ICE ⁽²⁾	Negotiated or NTE amount
Arcadis	\$65,937,772.42	\$55,313,169.07	\$65,149,457.24

- (1) The cost proposal amount is for the base years (7 years) including fixed fee, other direct costs such as equipment vehicles, PMO office and indirect costs.
- (2) ICE amount is based for the base years (7 years) including fixed fee, direct labor rates and indirect costs. The ICE amount did not include costs for PMO Office leases, construction vehicle equipment costs (insurance, lease, fuel) and office equipment. The ICE used blended direct labor rates based on Estimating's records.

D. Background on Recommended Contractor

The recommended firm, Arcadis, is a global design, engineering and management consulting company based in Irvine, CA with local offices in the Los Angeles area. The Firm will be operating out of their Los Angeles area office. It currently operates in excess of 350 offices across 40 countries. Arcadis has expertise and a history of construction management support services for Caltrans projects in Orange County, Lake Elsinore, and San Bernardino areas. Other projects include LA Paz Bridge and Road Widening Improvements Mission Viejo, CA, I-5 Widening Project SR 73 and OSO Parkway, South Orange County, CA, SR 57/Lambert Avenue interchange Brea, CA, CHSR CP2-3 Selma, CA

The proposed project manager is a registered Professional Civil Engineer and has over 40 years of heavy civil experience that include the delivery of over 11 State Highway projects with Caltrans oversight including 1-15, SR-91, SR-57, I-5, SR-20, I-10, SR-101, and SR-138 on either the client side (Caltrans) or the GC side.