# PROCUREMENT SUMMARY

## 2028 GAMES SUPPORT SERVICES / PS127282000

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|---|---|---|
| **1.** | **Contract Number**: PS127282000 | |
| **2.** | **Recommended Vendor**: Mott MacDonald Group, Inc. | |
| **3.** | **Type of Procurement (check one):** ☐ **IFB** ☐ **RFP** ☒ **RFP–A&E**<br>☐ **Non-Competitive** ☐ **Modification** ☐ **Task Order** | |
| **4.** | **Procurement Dates**: | |
| | **A. Issued**: 11/15/24 | |
| | **B. Advertised/Publicized**: 11/15/24 | |
| | **C. Pre-Proposal Conference**: 11/22/24 | |
| | **D. Proposals Due**: 1/14/25 | |
| | **E. Pre-Qualification Completed**: 4/22/25 | |
| | **F. Ethics Declaration Forms Submitted to Ethics**: 1/14/25 | |
| | **G. Protest Period End Date:** 5/19/25 | |
| **5.** | **Solicitations Downloaded**:<br>321 | **Proposals Received**:<br>3 |
| **6.** | **Contract Administrator**:<br>Manchi Yi | **Telephone Number**:<br>213-413-3332 |
| **7.** | **Project Manager**:<br>Ernesto Chaves | **Telephone Number**:<br>213-547-4362 |

## A. Procurement Background

This Board Action is to approve Contract No. PS127282000 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 resolution of any properly submitted protest(s), if any.

On November 15, 2024, Request for Proposals (RFP) No. PS127282 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price. The Diversity and Economic Opportunity Department recommended a Disadvantaged Business Enterprise (DBE) goal of 31%, a Small Business Enterprise (SBE) goal of 28% and a Disabled Veteran Business Enterprise (DVBE) goal of 3%. Task orders will only be issued on an as-needed basis as the need for support services arises and as funding is made available for this contract.

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

A Proposal Evaluation Team (PET) consisting of staff from the Office of Strategic Innovation, Operations, Customer Experience, Office of Management and Budget, Countywide Planning and Development, Chief of Staff, and an external member from the City of Los Angeles Department of Transportation were 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 February 13, 2025, through March 8, 2025, the PET independently evaluated and scored the technical proposals. All three proposals were determined to be within the competitive range and were invited for an interview on March 12, 2025. Each firm had the opportunity to present each team's qualifications and respond to the PET's questions. The final scoring, after interviews, determined Mott MacDonald Group, Inc. to be the highest technically qualified firm.

**Qualifications Summary of Recommended Firm:**

The Mott MacDonald Group, Inc. (Mott) team demonstrated a wide range of relevant experience across all technical areas, 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 team also demonstrated superior experience with consensus-building and resolving issues to deliver large and time-sensitive projects, particularly for the City of Los Angeles and LA County, where most of the LA28 venues are located.

The proposed key personnel meet the required technical qualifications and training for each of the technical areas, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The Games Director has vast local experience as well as deep knowledge of Metro, with leadership roles in the public and private sector and a demonstrated track record of building consensus across multiple stakeholders to advance transportation projects and initiatives. The Games Director is supported by a deputy with extensive World Games experience. The key personnel in the public relations/communications team have local and national experience as well with key expertise in strategic and crisis communications. The Games Operations team has a blend of local, national, and World Games experience with the Games Transport Operations Planning Manager bringing recent experience planning bus services in advance of the FIFA 2026 World Cup and 2028 Games. The team also benefits from key personnel and strategic advisors with expertise in human-centered design, equity and inclusion, universal access; one key personnel also served as the Head of Mobility for Paris 2024. The team comprises people who have worked together for many years, either in the City of LA or Metro, and globally at various world events like the London 2012 Olympic and Paralympic Games.

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 the use of management practices to help ensure delivery of the work and demonstrates a 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 this project.

A summary of the PET scores is provided below:

| 1 | Firm | Average Score | Factor Weight | Weighted Average Score | Rank |
|---|---|---|---|---|---|
| 2 | **Mott MacDonald Group, Inc.** | | | | |
| 3 | Experience and Capabilities of Firms on the Team | 86.83 | 35.00% | 30.40 | |
| 4 | Experience and Capabilities of the Key Personnel | 84.87 | 30.00% | 25.46 | |
| 5 | Project Understanding and Approach | 86.54 | 35.00% | 30.29 | |
| 6 | **Total** | | **100.00%** | **86.15** | **1** |
| 7 | **Jacobs Engineering Group, Inc.** | | | | |
| 8 | Experience and Capabilities of Firms on the Team | 83.57 | 35.00% | 29.25 | |
| 9 | Experience and Capabilities of the Key Personnel | 84.53 | 30.00% | 25.36 | |
| 10 | Project Understanding and Approach | 84.08 | 35.00% | 29.43 | |
| 11 | **Total** | | **100.00%** | **84.04** | **2** |
| 12 | **Legacy 2028** | | | | |
| 13 | Experience and Capabilities of Firms on the Team | 75.82 | 35.00% | 26.54 | |
| 14 | Experience and Capabilities of the Key Personnel | 75.13 | 30.00% | 22.54 | |
| 15 | Project Understanding and Approach | 79.60 | 35.00% | 27.86 | |
| 16 | **Total** | | **100.00%** | **76.94** | **3** |

## C. Cost Analysis

The proposer submitted fully burdened hourly rates for positions necessary to perform the games support services. The key personnel rates have been determined to be fair and reasonable based on cost analysis, technical evaluation, and fact-finding. Staff successfully negotiated a reduction in profit and fee for the prime contractor and subcontractors.

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

## D. Background on Recommended Contractor

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. Mott's team includes a wide range of relevant experience across all technical areas, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. There are 27 subcontractors on the team, including 11 DBEs and SBEs, and 2 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. Their performance has been satisfactory.