



ITEM ID: 2024-285-0

TRANSMITTAL DATE: November 1, 2024

MEETING DATE: November 8, 2024

TO: Board of Directors

FROM: Paul Hubler, Chief Strategy Officer
Arnold Hackett, Chief Financial Officer

SUBJECT: Contract No. SP619-25 - Olympics Planning Support Services - Recommendation to Award - Jacobs Engineering Group Inc.

Issue

Dedicated, long-term, multidisciplinary consulting services are needed to support the continuation and refinement of the Authority's planning for the 2028 Summer Olympics and Paralympics (the Games). Part 1 of the SOW will allow the project team to develop a comprehensive Games workplan and schedule, and a more refined assessment of Metrolink requirements leading up to the Games. Staff will return to Board with a request for additional contract authority for the execution of the Olympics planning workplan associated with Part 2 of the SOW, after Part 1 has concluded.

Recommendation

It is recommended that the Board authorize the Chief Executive Officer to award Contract No. SP619-25 for Olympics Planning Support Services to Jacobs Engineering Group Inc. with a contractual term effective upon issuance of Notice to Proceed (NTP) through December 31, 2028, for a total not-to-exceed contract authority of \$510,000 which is comprised of approximately \$400,000 for the immediate work associated with Part 1 of the Scope of Work (SOW), and \$110,000 to initiate other critical longer-term Olympics planning activities associated with Part 2 of the SOW. The award is subject to resolution of any timely filed protests.

Strategic Commitment

This report aligns with the following Strategic Business Plan Commitment of:

- **Customers are our Business:** We respect and value our customers, putting them at the heart of all we do, and work hard to attract and retain new customers by understanding their needs and finding new and innovative ways to delight them. The planning support services to be provided through this contract will help position the Authority to provide passenger rail service during the Games that is effective, efficient, and convenient to riders.

Background

In September 2017, Los Angeles was awarded the 2028 Summer Olympics and Paralympics (the Games). The Olympic games are scheduled to open on July 14, 2028 and close on July 30, 2028. The Paralympic games are scheduled to open on August 15, 2028 and close on August 27, 2028.

The Games will involve 800+ events at 80+ venues mostly located in the Los Angeles County, with other venues scattered throughout the Southern California region. It is estimated that there will be about three million spectators, watching an average of four events each (translating to approximately 12 million ticketed spectators). Half of these spectators are projected to come from outside the Southern California region. It is also estimated that the Games will require a workforce of about 100,000 (including volunteers).

The 2028 Olympics is being planned as a “car-free” event, meaning there will be limited-to-no public parking available at many of the venues. Spectator transportation for the Games is being planned around “transit-first” principles. Therefore, the Games is relying on efficient and effective transit service within the Southern California region to transport Games spectators, workers, and tourists to and from the various venues, while continuing to provide service for regular commuters.

Most of the venues are accessible by a combination of LA Metro service with Metrolink and extensive destination-specific bus service being planned by LA Metro through a Supplemental Bus System. Metrolink is well poised to be the regional transit backbone for many spectators given its geographic coverage and proximity to venues.

To help the Authority plan and prepare for the Games, the Authority is seeking the services of a Consultant with expertise and experience in mobility planning as it relates to transit rail for large scale events (e.g., Olympics games, FIFA World Cups, Super Bowls, music festivals, etc.). The Consultant will provide multidisciplinary strategic, data analysis, and other planning support services as it relates to delivering regional passenger rail services for the Games. Although this contract will be managed and coordinated by Metrolink’s Strategy Office, the services rendered will also support other Metrolink departments, including, but not limited to: Operations, Capital Program Delivery, Customer Experience, Equipment Maintenance, Fare Collections, and Safety, Security, and Compliance; and to a lesser extent: Information Technology, Contracts & Procurement, Material Management, and Human Resources. As such, the Consultant must have a multidisciplinary team available with the requisite expertise, experience, and flexibility to respond to the Authority’s Olympics planning needs.

The SOW is divided into two main parts:

Part 1 - Master Planning Efforts

Under Part 1 of the SOW, the Consultant will undertake three tasks:

Task 1 - Develop a Strategic Implementation Framework which will establish the Authority's vision for the service and experience it will deliver for the Games. The Framework will serve as the guide for all subsequent tasks/activities under this contract. The development of the Framework will be an iterative process and will likely evolve as the Games approach.

Task 2 - Identify the various multidisciplinary planning and implementation activities that need to be performed to achieve Metrolink's vision for service during the Games. Preliminary examples of planning and implementation activities include service planning; trip planning, ticketing, and fare integration; temporary rail operational changes; vehicle amenities; parking, station management, and mobility hubs; capacity and demand management strategies; safety and security; failure response; contracts management; staffing; and grants and funding advocacy. This is also an iterative task, which will evolve over time as new activities are identified or the policy/funding landscape changes.

Task 3 - Prepare a Master Work Plan and Schedule, prioritized and logically organized by year through the Games. As this will be an evolving task, emphasis will be given to activities that need to occur in the near term (~two-year timeframe). The Consultant will also prepare a Staffing Plan for early planning and preparation activities identified in the Work Plan. The Master Work Plan and Schedule will need to be updated at least annually, though there may be interim updates if there are significant changes to Authority's vision for services during the Games, if new planning activities are identified, or if the funding landscape changes.

Part 1 of the SOW is expected to be completed within nine months of issuance of a Notice to Proceed.

Part 2 - On-Going and As-Needed Support Services

Based on the output of Part 1, the Consultant will provide on-going support services as identified in the Master Work Plan and Schedule, as well as any additional support services related to planning for the Games which may be requested by the Authority on an as-needed basis. However, recognizing that we are less than four years out from the 2028 Games, staff recommends the initiation of some critical, longer-term Olympics planning activities associated with Part 2 of the SOW, while Part 1 is underway. This would help avoid potential downstream planning and preparation delays.

Discussion

On June 5, 2024, the Authority issued Request for Proposals (RFP) No. SP619-25 for Olympics Planning Support Services. The RFP was posted on the Authority's online procurement portal and notifications were sent to 1,180 registered firms. The Authority also advertised the RFP in publications in the five member counties and in diversity newspapers. One hundred and one prospective bidders viewed the RFP on the procurement portal. Twenty-nine prospective firms attended the virtual Pre-Proposal Conference held on June 18, 2024. The Authority received and answered 46 questions.

The RFP included the following Evaluation Criteria:

- A. Relevant Experience & Past Performance of Firm(s) and Project Team - 35%
- B. Qualifications & Capabilities of Firm(s) and Project Team - 25%

- C. Work Plan & Project Management - 20%
- D. Price - 20%

The Authority received five proposals from the following firms by the submission due date of July 30, 2024, all of which were deemed responsive to the procurement requirements:

- DB ECO North America (DB)
- Hatch
- Jacobs Engineering Group Inc. (Jacobs)
- Mott MacDonald
- Steer Davies & Gleave (Steer)

A Technical Evaluation Committee comprised of internal subject matter experts evaluated and scored the five Technical Proposals according to the three technical evaluation criteria listed above (A-C). The proposals from Hatch, Jacobs, and Mott MacDonald met the Minimum Technical Score of 56 points (70% of the maximum Technical Criteria points), and were invited to provide a formal presentation to the Technical Evaluation Committee covering the following topics: (1) support provided for previous or upcoming large-scale events; (2) approach to carrying-out Part 1 of the SOW; and (3) Availability of Key Personnel.

Following the presentations, the Technical Evaluation Committee members were given an opportunity to adjust the scoring of the Technical Criteria based on the presentations.

The cost score was based on the calculation formula published in the RFP. Proposers developed cost proposals for performing Part 1 of the SOW based on labor rates that they also provided for their proposed project team. The total cost for performing Part 1 of the SOW was the basis for evaluating price for this procurement.

The final scores for the three proposers meeting the Minimum Technical Score are as follows:

Proposer	Technical Score	Price Score	Total Score
Hatch	61.25	17.59	78.84
Jacobs	71.00	20.00	91.00
Mott MacDonald	72.25	13.85	86.10

Jacobs was found to be the highest ranked proposer when combining technical and cost factors, with a total average score of 91.00. The Authority held negotiations with Jacobs, which resulted in a revised price. Staff deemed Jacobs' final negotiated price for Part 1 of the SOW, and their underlying labor rates, to be fair and reasonable, and aligned with current market prices and the Authority's Independent Cost Estimates (ICE).

Jacobs' proposed project team is multidisciplinary in nature, and has extensive experience supporting large-scale events, including the 2012 London Games; 2018 Gold Coast Commonwealth Games; Rio 2016; Dubai Expo 2020; Qatar World Cup 2022; and the Birmingham Commonwealth Games. Jacobs is currently supporting LA Metro with regional modeling for the Games, presenting the opportunity to benefit from potential efficiency and synergy.

Staff has also confirmed that Jacobs is a responsible supplier, based on past performance on other Authority contracts.

Budget Impact

The requested amount of \$510,000, which is made up of about \$400,000 for Part 1 of the SOW and \$110,000 for initial work for Part 2 of the SOW in FY25, is included in the Authority's FY25 Operating Budget. The amount for future work under Part 2 of the SOW will be included in future year budgets.

Next Steps

Upon Board approval of the award, staff will execute a contract with Jacobs and issue a Notice to Proceed (NTP). As the Authority has already negotiated the first CTO for Part 1 of the SOW, the Authority will execute the CTO immediately so that work can commence. The Authority will also execute a limited CTO for initial work under Part 2 of the SOW for the remainder for FY25. Subsequent CTOs will be issued for Part 2 of the SOW as needed, following the completion of Part 1. The Authority will return to the Board when Part 1 of the SOW is complete for an update and to request longer-term contract authority to execute the produced Olympics planning workplan (i.e., Part 2 of the SOW).

Prepared by: Brian Jacob, Planning Manager II

Approved by: Paul Hubler, Chief Strategy Officer
Arnold Hackett, Chief Financial Officer

Attachment(s)

[Presentation - RFP No.619-25 Olympics Planning Support Services](#)