



Board Report

File #: 2025-0247, File Type: Contract

Agenda Number: 7.

AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE MAY 14, 2025

SUBJECT: 2028 GAMES SUPPORT SERVICES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

WITHDRAWN: ~~AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate, task order based Contract No. PS127282000 with Mott MacDonald Group, Inc. to provide Games Support Services to support Metro's planning for the 2028 Games for a period of four years in an amount not to exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any.~~

ISSUE

Staff require program management and a variety of other professional services on an as-needed basis to support the planning, coordination, and implementation of transportation efforts for the 2028 Olympic and Paralympic Games (2028 Games). The Games Support Services (GSS) contract will provide strategic and technical expertise across multiple priority workstreams outlined in Metro's 2028 Mobility Concept Plan (MCP). These workstreams are essential to delivering an integrated, efficient, and accessible transportation network for spectators, workers, and residents during the Games. The GSS contract allows Metro to shift from high-level planning to implementation and operational readiness-ensuring projects remain on schedule and responsive to evolving needs, fulfilling its role as the regional mobility lead, and creating a lasting legacy of improved transportation infrastructure and services well beyond the 2028 Games. Task orders will be issued as the need for support services arise and as funding is made available for this contract.

BACKGROUND

In December 2020, the Metro Board directed staff to develop a regional investment strategy-the Mobility Concept Plan-to deliver lasting transportation improvements with federal support. Since 2021, Metro has served as the mobility lead for the 2028 Games, collaborating with the LA28 Organizing Committee, Caltrans, Metrolink, Los Angeles Department of Transportation (LADOT), Southern California Association of Governments (SCAG), and the Mayor's Office-collectively known as the Games Mobility Executives (GME).

As the 2028 Games approach, Metro must now shift infrastructure projects from planning to implementation while continuing to advance planning for operational workstreams such as Transportation Demand Management (TDM). Metro is seeking a consultant to help advance and

support delivery of GME-priority projects, many of which align with existing and future initiatives across seven core workstreams. These projects may be issued as task orders and include both currently funded and future efforts necessary for Games readiness.

DISCUSSION

Approval of this contract award will support the 2028 MCP goals and demonstrate Metro's leadership as a GME partner and primary transit provider for the 2028 Games.

Priority Workstreams Include:

- **Games Enhanced Transit Service (GETS):** Expansion and optimization of transit services to meet increased demand during the Games.
- **Games Route Network (GRN):** Designation and management of a prioritized network of roadways for Games-time operations.
- **Countywide Mobility Hubs:** Development of multimodal hubs to enhance trip connections and traveler experience.
- **Countywide Bus Only Lanes:** Implementation of bus priority corridors to support high-capacity service.
- **First/Last Mile Improvements:** Infrastructure and accessibility enhancements that ensure seamless access to transit.
- **Key Station Improvements:** Upgrades to strategically located stations critical for Games operations.
- **Light Rail Speed & Operational Enhancements:** Operational strategies to increase efficiency, frequency, and reliability of service.

Additional Workstreams that may require GSS support include (but are not limited to):

- **Travel & Freight Demand Management:** Tools and strategies to optimize travel behavior and logistics during the Games.
- **Open Streets and Cultural Programming:** Community-centered initiatives that activate streets for people through arts, culture, and recreation.
- **Universal Basic Mobility:** Expanding flexible, accessible transportation options to underserved communities through an integrated and inclusive mobility ecosystem during and after the Games.
- **Ticketing and Customer Experience (CX) Payments:** Integration of fare systems with Games ticketing platforms for a streamlined experience.
- **Universal Inclusive Design:** Ensuring accessibility and inclusivity are embedded across all mobility solutions through people centered and targeted approach.
- **Integrated Transportation Management:** Coordinated monitoring and control of multi-agency, multimodal systems during Games operations.
- **Zero-Emission Bus (ZEB) Program Phase 1:** Deployment of sustainable fleet solutions in alignment with Metro's climate goals.

DETERMINATION OF SAFETY IMPACT

Approving this item will not jeopardize the safety of Metro's customers or employees. On the contrary, granting this approval will enhance safety, as many of the projects and programs this contract will help Metro advance will enhance Metro bus and rail service and infrastructure. Examples of such projects that would contribute to safety include bus priority lanes/corridors and key station enhancements.

FINANCIAL IMPACT

A total of \$4.95M has been included in the FY26 Proposed Metro Budget for these services in Project#402028 "2028 Games Planning & Development". Of the \$4.95M total, \$2.95M will reside in Cost Center#2031, Project#402028, Task#01.01 and the remaining \$2M will reside in Cost Center#3151, Project#402028, Task#03.02. Since this is a multi-year contract, the Cost Center Managers and Chief Officers will be responsible for budgeting in future years for the balance of the remaining Contract budget.

Impact to Budget

The funding source for this action is Federal Reconnecting Communities Grant, Local Proposition A, C and State TDA Admin, which is not eligible for bus and rail operations and capital projects.

EQUITY PLATFORM

Equity is a foundational principle guiding Metro's planning and preparation for the 2028 Games.

The selected contractor brings proven expertise in advancing equity-centered outcomes, inclusive planning, and culturally responsive community engagement. The GSS contract is structured to allow phased implementation through task orders, offering flexibility to adapt to evolving Games-related priorities.

The solicitation included an overall thirty-one percent (31%) Disadvantaged Business Enterprise (DBE) goal for all task orders funded with federal dollars and a twenty-eight percent (28%) Small Business Enterprise (SBE) goal and a three percent (3%) Disabled Veteran Business Enterprise (DVBE) goal on all task orders funded with state and/or local, dollars. The selected contractor met the goals by making an overall 31% DBE, 28% SBE and 3% DVBE commitments.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through planning, operational, and

investment activities that will improve and encourage taking transit, sharing a ride, or using active transportation, including first/last mile improvements, bus priority corridors, mobility hubs, and mobility wallet programs. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports the following Strategic Plan Goal: Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system. Strategic Goal 4: Transform LA County through regional collaboration and national leadership" by helping Metro advance permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

ALTERNATIVES CONSIDERED

The Board has the option to forgo entering into a contract for program management services and rely solely on staff to advance all 2028 Games priority workstreams. However, the current staffing levels lack both the capacity and expertise needed to deliver the projects/programs and services required for the 2028 Games.

NEXT STEPS

Upon approval, staff will execute Contract No. PS127282000 with Mott MacDonald Group, Inc. for Games Support services.

ATTACHMENTS

Attachment A - Procurement Summary
Attachment B - DEOD Summary

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Stephanie N. Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

2028 GAMES SUPPORT SERVICES / PS127282000

1.	Contract Number: PS127282000	
2.	Recommended Vendor: Mott MacDonald Group, 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: 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: 321	Proposals Received: 3
6.	Contract Administrator: Manchi Yi	Telephone Number: 213-413-3332
7.	Project Manager: Ernesto Chaves	Telephone Number: 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:

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|--|-----|
| • 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.

DEOD SUMMARY

2028 GAMES SUPPORT SERVICES / PS127282000

A. Small Business Participation

The Diversity and Economic Opportunity Department (DEOD) established an overall thirty-one percent (31%) Disadvantaged Business Enterprise (DBE) goal for task orders funded with federal dollars and a twenty-eight percent (28%) Small Business Enterprise (SBE) goal and a three percent (3%) Disabled Veteran Business Enterprise (DVBE) goal on task orders funded with state, local, and or Measure M dollars. Proposers were encouraged to form teams that included DBE, SBE, and DVBE firms without schedules or specific dollar commitments to designated subcontractors. Mott MacDonald Group, Inc. met the goals by making an overall 31% DBE commitment, and an overall 28% SBE and 3% DVBE commitment.

In response to a specific Task Order request with a defined scope of work, Mott MacDonald Group, Inc. will be required to identify DBE, SBE and DVBE subcontractor activity and actual dollar value commitments for that Task Order. Overall DBE, SBE and DVBE achievement in meeting the commitments will be determined based on the cumulative DBE, SBE and DVBE participation of all Task Orders issued dependent upon funding source.

Small Business Goal	31% DBE 28% SBE 3% DVBE	Small Business Commitment	31% DBE 28% SBE 3% DVBE
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	DBE Subcontractor	Ethnicity	% Committed
1.	Cielo Strategic Communications	Hispanic American	TBD
2.	CR Associates	Asian-Pacific American	TBD
3.	Dakota Communications	African American	TBD
4.	D'Leon Consulting Engineers	Hispanic American	TBD
5.	FPL and Associates	Asian-Pacific American	TBD
6.	Lee Andrews Group, Inc.	Hispanic American	TBD
7.	Monument ROW	Non-Minority Female	TBD
8.	Soteria Company, LLC	Hispanic American	TBD
9.	Tk / Communications, LLC	Subcontinent Asian American	TBD
10.	Transportation Management & Design, Inc.	Non-Minority Female	TBD
Total DBE Commitment			31%

	SBE Subcontractor	% Committed
1.	Cielo Strategic Communications	TBD
2.	Cityfi Advisors, LLC	TBD
3.	CR Associates	TBD
4.	Dakota Communications	TBD
5.	D'Leon Consulting Engineers	TBD
6.	FPL and Associates	TBD
7.	Lee Andrews Group, Inc.	TBD
8.	Monument ROW	TBD
9.	Soar Environmental Consulting, Inc.	TBD
10.	Soteria Company, LLC	TBD
11.	Tk / Communications, LLC	TBD
12.	Transportation Management & Design, Inc.	TBD
Total SBE Commitment		28%

	DVBE Subcontractor	% Committed
1.	Post Media Works	TBD
2.	Soar Environmental Consulting, Inc.	TBD
Total DVBE Commitment		3%

B. Local Small Business Preference Program (LSBE)

The LSBE preference was not applicable to this A&E procurement, as state and federal law requires A&E firms to be selected based on demonstrated competence and qualifications, and not solely on price.

C. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

D. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this contract. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

E. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.



2028 Games Support Services (GSS) Award Recommendation



Metro

Item #2025-0247

May 14, 2025

Discussion

- Metro is seeking a consultant to provide program management and specialized professional services to support the planning, coordination, and implementation of transportation initiatives for the 2028 Olympic and Paralympic Games (2028 Games). Services will be delivered through the Games Support Services (GSS) contract, which is structured to provide strategic and technical expertise across priority workstreams outlined in Metro's 2028 Mobility Concept Plan (MCP).



Procurement Evaluation

Evaluation Criteria	Maximum Points	Mott MacDonald Group, Inc.	Jacobs Engineering Group Inc.	Legacy 2028
Experience & Capabilities of Firms on the Team	35	30.39	29.25	26.54
Experience & Capabilities of the Key Personnel	30	25.46	25.36	22.54
Project Understanding & Approach	35	30.29	29.43	27.86
Technical Score	100	86.14	84.04	76.94



Metro

Goals and Commitments: 31%DBE/28% SBE/3% DVBE

Recommendation

- AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. PS127282000 with Mott MacDonald Group, Inc. to provide Games Support Services to support Metro's planning for the 2028 Games for a period of four years in an amount not to exceed \$42,043,610, subject to resolution of any properly submitted protest(s), if any.

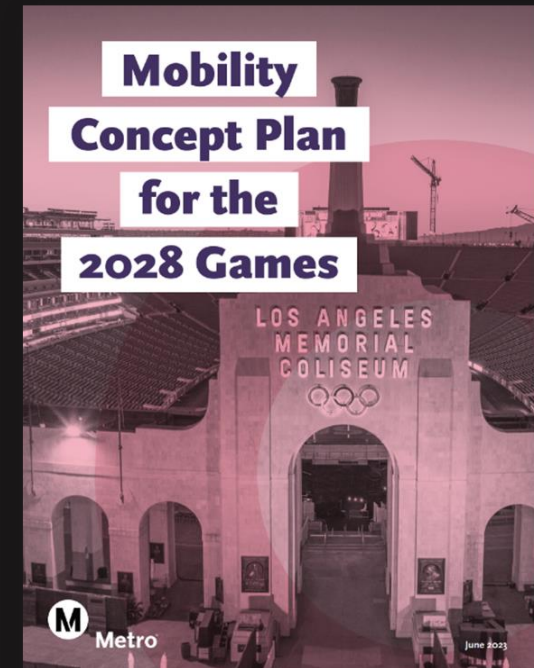
Games Support Services Support (GSS) Structure

The contract is structured for flexible, phased delivery through task orders. These task orders may cover both:

- **Currently funded projects** already identified as critical for Games readiness
- **Future initiatives** that may emerge as planning continues and needs evolve
- This approach ensures Metro can remain responsive to shifting priorities while maintaining focus on delivering key transportation solutions in time for the Games.

Priority Workstreams GSS will support:

- Games Enhanced Transit Service (GETS)
- Games Route Network (GRN)
- Countywide Mobility Hubs:
- Countywide Bus Only Lanes
- First/Last Mile Improvements
- Key Station Improvements:
- Light Rail Speed & Operational Enhancements



Next Steps

Upon Board approval:

- Metro will execute the agreement with Mott MacDonald Group, Inc.
- Onboard contractor to enable Metro to advance from high-level planning to implementation and operational readiness—ensuring timely delivery of priority projects, supporting evolving Games-related needs, and contributing to a lasting transportation legacy beyond the 2028 Games.
- Contract will augment and support community relations efforts to elevate Games information/engagement.