



## Board Report

File #: 2019-0584, File Type: Contract

Agenda Number: 20.

---

### OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE FEBRUARY 20, 2020

**SUBJECT: PROFESSIONAL AND TECHNICAL SERVICES FOR OPERATIONS SDSA  
DEPARTMENT**

**ACTION: APPROVE CONTRACT AWARD**

#### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a three-year, indefinite delivery/indefinite quantity (IDIQ), Contract No. PS64781000 to Cambridge Systematics, Inc. for professional and technical services in an amount not-to-exceed \$8,683,324, subject to resolution of protest(s) if any.

#### **ISSUE**

The Operations Service Development, Scheduling and Analysis (SDSA) Department of the Los Angeles County Metropolitan Transportation Authority (Metro) requires a diverse service firm to provide a broad range of professional services in various disciplines. Establishment of a support service contract will enable Metro to supplement internal resources on an on-call, as-needed basis in situations where either Metro does not have sufficient capacity or the expertise necessary to perform a task.

#### **BACKGROUND**

SDSA's work program continues to evolve and expand with projects ranging from speed and reliability infrastructure, new rail and BRT operations plans, planning for service disruptions, 2028 Olympics service planning, to big data analysis, and various customer experience initiatives. Many of these efforts require project specific support for staffing and technical capabilities. The IDIQ contract will allow task orders to be awarded quickly to be responsive to project and schedule requirements.

#### **DISCUSSION**

This is an IDIQ task order-based contract which establishes a range of services that include service planning, data reporting and analytics, traffic engineering services, financial analysis and forecasting, statistical analysis for data science, modeling, and forecasting, systems programming, installation of traffic control devices, and operations support. Work assignments will be provided on a task order basis to augment support in various disciplines for Operations SDSA department. Prior to each work task order authorization, SDSA will develop a scope of work, schedule, and independent cost estimate. Metro's Vendor/Contract Management will then request proposal details and pricing information and negotiate a fair and reasonable amount in accordance with

agreed upon Metro terms and conditions. The Diversity and Economic Opportunity Department (DEOD) established a 28% Disadvantaged Business Enterprise (DBE) goal for this Task Order Contract. Cambridge Systematics made a 28% DBE commitment.

In 2018 the Board adopted Metro Vision 2028 as the agency's strategic plan. This plan envisioned building a World Class Transportation System in which a World Class Bus System, inclusive of improved speed and reliability, is a cornerstone to its success. The SDSA department actively supports these initiatives by using the following eight disciplines of this contract, allowing SDSA to nimbly respond to requests as they arise based on identified needs in support of the projects. The following disciplines represent aspects of Service Planning and Analysis and are intended to fulfil the intent of Motion 22.1 NextGen Bus Speed Engineering Working Group (Attachment C):

1. **Service Planning** - Service policy and development support and analysis, bus/rail interface, and service planning/network design
2. **Data Reporting and Analytics** - Technical assistance in the analysis, design, development and implementation of data reporting and analytics projects, such as:
  - Spatial Analysis (GIS)
  - Survey Design and Implementation
  - Data Collection
  - Statistical Analysis
  - Data Validation
3. **Traffic Engineering Services** - Traffic counts, traffic forecasting for specified dates, traffic modeling, traffic studies and analysis, preparation of comprehensive traffic study reports, preparation of traffic congestion mitigation plans, recommendation of mitigation measures to improve traffic operations, advanced public transportation systems (ITS for transit and multiple modes), transit signal priority, dedicated bus lanes, transit queue jumpers, bulb outs, multimodal circulation analysis (transit, pedestrian, bicycle, roadway), operations analysis and simulation, network analysis, multimodal roadway capacity analysis, analysis of various priority treatments (e.g., for bicycles or transit)
4. **Financial Analysis and Forecasting** - Travel demand forecasting, including ridership demand modelling and socio-economic forecasting. Also includes: financial, operational, and service performance benchmarking with peer agencies and comparable industries; financial modelling of service planning/scheduling alternatives, including operating cost forecasting, capital cost estimation, cost/benefit assessment; and fare structure evaluation and development including strategies for coordinated regional fares, equity considerations, ridership and revenue impacts, fare structure simplicity, fare collection technology, and fare compliance strategy
5. **Statistical Analysis: Data Science, Modeling, and Forecasting** - Improved reporting capabilities for bus/rail operator and maintenance staff optimal levels; automatic passenger count data; statistical models based on travel demand, capacity, and other constraints; demand forecasting; and fleet and operator deployment
6. **System Programming Services** - Improved reporting capabilities to provide more information (as opposed to just data) to allow for better decision making and results tracking
7. **Installation of Traffic Control Devices** - General systems services including implementation of approved engineering plans to streets, sidewalks and Metro assets

---

**8. Operations Support** - Development of strategies for on street service management to meet key performance objectives

**DETERMINATION OF SAFETY IMPACT**

The services provided through this contract enables Metro Bus and Rail Lines to be planned, implemented, and maintained in a safe and reliable manner.

**FINANCIAL IMPACT**

Funding of \$1,230,764 for this action is included in the FY20 budget in cost center 3151 - Service Planning and Scheduling, project 306004 - Service Planning and Enhancement, account 50316 - Professional Services. Each task order awarded will be funded with the source of funds identified for this project.

Since this is a multi-year contract, the cost center manager and Chief Operations Officer will be responsible for budgeting costs in future years.

**Impact to Budget**

The current source of funding for this action is Propositions A and C, Measure R and M, and Transportation Development Act (TDA). Using these funding sources maximizes the project funding allocations allowed by approved provisions and guidelines.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

Approving the recommendation for the SDSA IDIQ contract aligns with Strategic Goal 1) Provide high quality mobility options that enable people to spend less time traveling; and Strategic Goal 2) Deliver outstanding trip experiences for all users of the transportation system. SDSA IDIQ will provide the staffing and technical capabilities to quickly complete and implement projects in support of these two strategic goals.

**ALTERNATIVES CONSIDERED**

The Board could choose not to approve the recommendation. This is not recommended as the award of these task orders would then be pursued as separate procurements. This would limit our ability to respond quickly to needs and to meet tight project delivery schedule constraints.

**NEXT STEPS**

Upon Board approval, staff will execute Contract No. PS64781000 with Cambridge Systematics, Inc. to provide professional and technical services in support of Operations Service Development, Scheduling and Analysis department on an as-needed, task order basis.

**ATTACHMENTS**

Attachment A - Procurement Summary

Attachment B - DEOD Summary

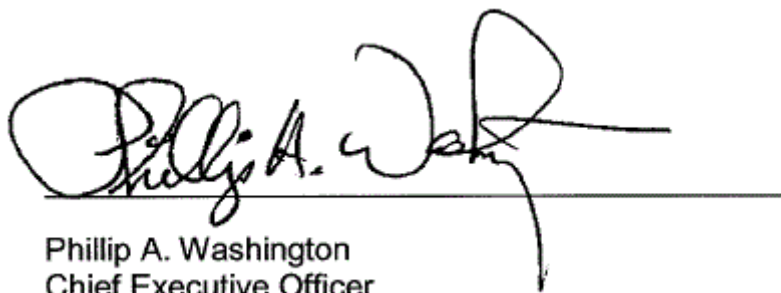
Attachment C - Motion 22.1 NextGen Bus Speed Engineering Working Group

Prepared by: Jeff Neely, Sr. Mgr., Operations Performance Analysis, (213) 922-4032

Conan Cheung, SEO, Service Development, (213) 418-3034

Reviewed by: James T. Gallagher, Chief Operations Officer, (213) 418-3108

Debra Avila, Chief Vendor/Contract Management Officer, (213) 418-3051



A handwritten signature in black ink, appearing to read "Phillip A. Washington", is written over a horizontal line. The signature is stylized and cursive.

Phillip A. Washington  
Chief Executive Officer

## PROCUREMENT SUMMARY

PROFESSIONAL AND TECHNICAL SERVICES FOR OPERATIONS SDSA  
DEPARTMENT / PS64781000

1.	<b>Contract Number: PS64781000</b>	
2.	<b>Recommended Vendor:</b> Cambridge Systematics, 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> 9/3/2019	
	<b>B. Advertised/Publicized:</b> 9/3/2019	
	<b>C. Pre-Proposal Conference:</b> 9/12/2019	
	<b>D. Proposals Due:</b> 10/10/2019	
	<b>E. Pre-Qualification Completed:</b> In process	
	<b>F. Conflict of Interest Form Submitted to Ethics:</b> 10/29/2019	
	<b>G. Protest Period End Date:</b> 2/16/2020	
5.	<b>Solicitations Picked up/Downloaded:</b> 59	<b>Bids/Proposals Received:</b> 2
6.	<b>Contract Administrator:</b> Annie Duong	<b>Telephone Number:</b> (213) 418-3048
7.	<b>Project Manager:</b> Jeffrey Neely	<b>Telephone Number:</b> (213) 922-4032

**A. Procurement Background**

This Board Action is to approve Contract No. PS64781000 to Cambridge Systematics, Inc. (Cambridge) to provide professional and technical services for the Operations Service Development, Scheduling and Analysis (SDSA) department. Board approval of contract awards are subject to the resolution of any properly submitted protest.

The Request for Proposal (RFP) No. PS64781 was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit rate, task order based, Indefinite Delivery, Indefinite Quantity (IDIQ).

One amendment was issued during the solicitation phase of this RFP:

- Amendment No. 1 was issued on September 6, 2019 to provide proposers an option to participate in the pre-proposal conference via conference call.

A pre-proposal conference was held on September 12, 2019 and was attended by 13 participants representing nine firms.

A total of 59 firms downloaded the RFP and were included on the plan holders' list. There were 24 questions submitted by potential proposers and responses were provided prior to the proposal due date. A total of two proposals were received on October 10, 2019.

## **B. Evaluation of Proposals**

A Proposal Evaluation Team (PET) consisting of staff from the Operations SDSA, Corporate Safety, and Contract Services 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:

- Project Team's Skill and Experience 40 percent
- Proposer's Ability to Manage Multiple Teams Along Multiple Lines of Business 20 percent
- Project Manager's Skills and Experience 20 percent
- Cost Proposal 20 percent

The evaluation criteria are appropriate and consistent with criteria developed for other similar procurements.

On October 21, 2019, the PET began its independent evaluation of the two proposals received. One firm did not address all of the technical requirements of the RFP and therefore, were no longer considered for further evaluation.

The following is a summary of the PET's evaluation scores:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>Cambridge Systematics, Inc.</b>				
<b>3</b>	Project Team's Skill and Experience	85.83	40%	34.33	
<b>4</b>	Proposer's Ability to Manage Multiple Teams Along Multiple Lines of Business	82.65	20%	16.53	
<b>5</b>	Project Manager's Skills and Experience	81.40	20%	16.28	
<b>6</b>	Cost Proposal	100.00	20%	20.00	
<b>7</b>	<b>Total</b>		<b>100%</b>	<b>87.14</b>	<b>1</b>

## **C. Cost/Price Analysis**

The recommended hourly rates have been determined to be fair and reasonable based upon an independent cost estimate, technical evaluation, fact finding, and negotiations. All future task orders and modifications will be determined to be fair

and reasonable in accordance with Metro's Acquisition Policy at the time of issuance and award.

	<b>Proposer Name</b>	<b>Proposal Amount</b>	<b>Metro ICE</b>	<b>NTE amount</b>
1.	Cambridge Systematics, Inc.	\$8,740,283	<b>\$9,000,000</b>	<b>\$8,683,324</b>

**D. Background on Recommended Contractor**

The recommended firm, Cambridge Systematics, Inc., (CS) located in Medford, MA, has been in business since 1972 and has an office in the Los Angeles area. CS brings more than 47 years of experience and technology to the transportation industry in planning and policy, movement of people and goods, software design and development, and effective partnerships and strategies analysis.

CS and their proposed team worked on various projects, including various Metro projects. CS has led the recent planning efforts in the county, including Metro's Long-Range Transportation Plan; Systemwide Bus Network Restructuring Plan; Measure M Performance Evaluation; multimodal Mobility Matrix plans for the San Gabriel Valley, North Los Angeles County, and South Bay Cities subregions of Los Angeles County; the Gateway Cities Strategic Transportation Plan; and a myriad of other multimodal planning efforts.

In addition, CS has led Southern California-specific goods movement studies and technology plans, developed new analytical methods for evaluating transportation investments, and offers a team of local modelers with expertise in running and evaluating output from Metro's Travel Demand Model.

## DEOD SUMMARY

**PROFESSIONAL AND TECHNICAL SERVICES FOR OPERATIONS SDSA  
DEPARTMENT / PS64781000**

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established a 28% Disadvantaged Business Enterprise (DBE) goal for this Task Order Contract. Cambridge Systematics made a 28% DBE commitment.

In response to a specific Task Order request with a defined scope of work, the prime consultant will be required to identify DBE subcontractor activity and actual dollar value commitments for that Task Order. Overall DBE achievement in meeting the commitments will be determined based on cumulative DBE participation of all Task Orders awarded.

<b>Small Business Goal</b>	<b>28% DBE</b>	<b>Small Business Commitment</b>	<b>28% DBE</b>
----------------------------	----------------	----------------------------------	----------------

	<b>DBE Subcontractors</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	FPL Associates, Inc.	Asian Pacific American	TBD
2.	Here Design Studio, LLC	African American	TBD
3.	Intueor Consulting, Inc.	Subcontinent Asian American	TBD
4.	PanGIS, Inc.	Caucasian Female	TBD
5.	Transportation Analytics	Caucasian Female	TBD
<b>Total Commitment</b>			<b>28%</b>

**B. Living Wage and Service Contract Worker Retention Policy Applicability**

The Living Wage and Service Contract Worker Retention Policy (LW/SCWRP) is not applicable to the contract.

**C. Prevailing Wage Applicability**

Prevailing wage is not applicable to this contract.

**D. Project Labor Agreement/Construction Careers Policy**

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





## Board Report

---

**File #:** 2019-0572, **File Type:** Motion / Motion Response

**Agenda Number:** 22.1

---

### REGULAR BOARD MEETING JULY 25, 2019

#### Motion by:

#### **DIRECTORS BONIN, GARCETTI, KREKORIAN, SOLIS AND GARCIA**

Related to Item 22: NextGen Bus Speed Engineering Working Group

In June 2018, the Metro Board endorsed speed, frequency, and reliability as the highest priorities for Metro's bus service in the NextGen Bus Study. In recent years, the primary contributor to slow speeds and poor schedule reliability has been growing traffic congestion on city streets. This congestion directly increases Metro's operating costs and reduces the quality of the service that Metro can afford to provide. Providing high-quality transit options with competitive travel times is the single most important step Metro can take to retain and grow ridership, increase the carrying capacity of local roadways, and shift regional travel patterns toward more efficient modes. These goals are essential components of both Metro's Vision 2028 Strategic Plan and the City of Los Angeles' Mobility Plan 2035 and Sustainable City pLAN.

The phenomenon of traffic congestion impeding mass transit operations is particularly acute in Downtown Los Angeles and nearby neighborhoods -- and the experience of the recent Flower Street pilot bus lane has demonstrated the effectiveness of strategic bus-supportive infrastructure in allowing transit riders to bypass congestion. Other types of bus-supportive infrastructure may include queue jumpers, signal priority, or boarding islands. Combined with operational improvements like All Door Boarding, these types of infrastructure improvements can cut stop times and improve bus speeds by 20% or more.

Metro buses operate on streets controlled by local jurisdictions. Therefore, close coordination between Metro and local agency partners is essential to successfully implement infrastructure changes. A working group is needed to ensure close coordination between Metro's Operations Department and city transportation agencies.

**SUBJECT: NEXTGEN BUS SPEED ENGINEERING WORKING GROUP**

APPROVE Motion by Directors Bonin, Garcetti, Krekorian, Solis and Garcia that the Board direct the CEO to:

- A. Develop a list of priority bus-supportive infrastructure projects needed to support the NextGen bus service plan, with an emphasis on near-term improvements that can be implemented concurrently with each phase of NextGen;
- B. Form a NextGen Bus Speed Engineering Working Group co-chaired by the Metro CEO and the General Manager of the Los Angeles Department of Transportation, or their designees, and establish a regular meeting schedule, at least monthly;
- C. Assess the need for coordination with additional local jurisdictions and municipal operators where bus delay hotspots exist; and
- D. Report back to the Operations, Safety, and Customer Experience Committee on the above in October 2019, and quarterly thereafter.