



File #: 2025-1011, File Type: Contract

Agenda Number: 16.

CONSTRUCTION COMMITTEE JANUARY 14, 2026

SUBJECT: SYSTEMS ENGINEERING AND SUPPORT SERVICES CONTRACT

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

CONSIDER:

- A. APPROVING an increase in total authorized funding and executing Modification No. 14 to Contract No. AE47810E0128 with SECOTrans (Joint Venture of Hatch Associates Consultants, Inc., NBA Engineering Inc., and Ramos Consulting Services, Inc), for pending and future Task Orders to provide systems engineering and support services for Metro Rail and Bus Transit projects, in the Not-To-Exceed (NTE) amount of \$35,000,000, increasing the total contract authorized funding from an NTE amount of \$149,782,000 to an NTE amount of \$184,782,000, and exercising the second, one-year (1) option extending the contract term from April 25, 2026 to April 25, 2027; and
- B. AUTHORIZING the Chief Executive Officer (CEO) or designee to execute individual Task Orders and Contract Modifications within the Board approved contract funding amount.

ISSUE

At its April 2018 meeting, the Board approved awarding a seven-year cost reimbursable fixed fee, Task Order (TO) based contract with three, one-year options, to SECOTrans, a Joint Venture for Systems Engineering and Support Services (SESS) Consulting. The approval required staff to return to the Board on an annual basis as projects progressed and new project requirements were identified to update contract expenditure authorization. The funds previously authorized by the Board for FY25 and FY26 will be exhausted by April 2026; therefore, the recommended increase will allow staff to continue with work anticipated for the remainder of the contract term ending through April 25, 2027.

BACKGROUND

The challenge presented by the simultaneous implementation of numerous projects is to ensure the integration and standardization of the systems elements within and across the current Metro system. Consistent development and design ensure that the required integration is achieved within civil and electrical infrastructure, vehicles, control systems, communications, operations, maintenance,

security, and training.

Prior to the award of the SESS contract, each project would use a different consultant for systems engineering work, resulting in inconsistent applications. This approach is no longer feasible or advisable with the large volume of projects now underway. With a single SESS design team on board, the standardization of design, construction, and functionality of systems elements will keep Metro's long-term interest in system interoperability, maintainability, and safety at the forefront. A fully integrated network requires consistency of systems design and not a collection of potentially incompatible independent designs arising from separate projects. This approach has been implemented successfully in other transit agencies nationwide, and the benefits of full systems standardization include:

- Interoperability and efficient maintainability
- Improved commercial viability
- Reduced spares requirements
- Reduced training requirements
- Flexibility to adapt to changing circumstances

As of 12/15/2025, staff have executed 34 Task Orders and 170 Task Order Modifications (MODs) totaling \$129,829,604.82 with \$19,952,395.18 remaining that is available for future anticipated Task Orders, through April 25, 2026. Upon Board approval of this recommended action, staff would execute a Contract Modification to exercise a one-year option extending the Contract term to April 25, 2027. Examples of projects supported by this contract include Metro Operational Simulation Analyses, Metro Command and Control Center (formerly known as Rail Operations Control and Bus Operations Control Centers or ROC/BOC), Metro G Line BRT Improvements, Westside D Line 2/3, East San Fernando Valley Light Rail Transit, Eastside Phase 2, and Southeast Gateway Line (SGL). As indicated, staff is now seeking additional funding authorization to support Systems Engineering, Measure R, and Measure M projects through most of FY27.

DISCUSSION

With the approval of Measure M, the ongoing implementation of Measure R, and required State of Good Repair initiatives, staff have engaged the SESS consultant to provide a broad range of systems engineering design and related support services to supplement current Systems Engineering Department resources. Metro's capital program requires extensive resources with the ability to react quickly to a wide range of complex technical issues. With a strong core of consultant staff located in Los Angeles County, the SESS Consultant is capable of applying and withdrawing resources as project workloads fluctuate over time. The SESS Consultant has extensive experience and capability to support the complete project lifecycle, from the conceptual phase to final design and construction.

Due to the intensive system integration requirements and the length of time needed to deliver major capital improvement projects, this contract has enabled Metro to efficiently and effectively augment its Program Management staff where necessary, ensuring that the proper project resources are available to Metro.

The SESS Consultant provides a single systems engineering team, and associated sub-specialties,

with the necessary resources to assist in the planning, development, and delivery of Metro's aggressive schedule of projects for the next decade. Examples of systems engineering disciplines include traction electrification, overhead contact systems (OCS), train control, communications, supervisory control and data acquisition (SCADA), rail simulations, corrosion control, systemwide electrical, and other specialized disciplines.

The Systems Engineering Services estimated level of effort for the additional NTE amount of \$35,000,000 was developed using the current master schedule, construction estimates, and completed work to date from the Project Controls department. An estimated level of effort cost was determined for each project using past project costs, systems to civil project percentages along with historical rates. Depending on the type of transit project and the complexity, the percentages were derived from the overall construction costs to determine the systems construction and engineering costs. Systems Engineering level of effort costs were distributed across each fiscal year according to the master schedule.

In addition to the projects identified above and in Attachment B, staff expect the SESS Consultant to continue providing systems engineering services for current and future rail and bus transit projects, and other capital improvement projects, including, but not limited to, the following:

- Metro Command and Control Center (MC³) formerly known as Rail Operations Control and Bus Operations Control Centers (ROC/BOC)
- East San Fernando Valley Transit Corridor
- Eastside Phase 2 Extension
- Southeast Gateway Line Transit Corridor
- Sepulveda Pass Transit Corridor
- Vermont Transit Corridor
- G Line BRT Improvements
- Westside D Line Extension Section 2/3

DETERMINATION OF SAFETY IMPACT

The use of a consistent systems design process has a positive safety benefit during the construction and subsequent operations of Metro's Bus and Rail transit network.

FINANCIAL IMPACT

The requested NTE contract funding is based on the anticipated level of services that will be required through most of FY27. Funding for the individual TOs is included in the Board approved life-of-project (LOP) budgets or annual budgets; therefore, this work is within the various project budgets.

Since this is a multi-year contract, project managers, cost managers, and the Chief Program Management Officer will be responsible for budgeting costs in future years.

Impact to Budget

Funding for TOs issued under this contract is provided by the specific project(s) utilizing the services. These projects are typically funded by a mix of federal, state, and local funds, including Measure R and Measure M. Where appropriate, certain Operations projects are funded with operating eligible funds.

EQUITY PLATFORM

The Systems Engineering and Support Services funds Conceptual Engineering, Preliminary Design and Specifications, Final Design, including Design Services During Construction of Transit Rail and Bus Projects for various Metro projects including Southeast Gateway Line, East San Fernando Valley Transit Corridor, and other Metro transit projects, including in and serving riders from Equity Focus Communities. All services supported by this contract are centered on avoiding project delays and promoting cost saving measures to effectively deliver the projects with minimal impacts and provide enhanced mobility and regional access to Metro's customers, who are primarily low-income households (89% as of our 2024 Annual On-Board Survey).

SECOTrans JV made an overall 15% DBE commitment on this contract. However, the U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program, including suspension of goals and enforcement, effective October 3, 2025. Metro is currently reviewing the Interim Final Rule (IFR) to identify necessary program and procedural changes to ensure full compliance.

Although the DBE commitment is not a factor in the staff's recommendation, there are 12 certified small businesses participating in this contract. This is noteworthy since small businesses are vital for the economy as they drive job creation, foster innovation, and strengthen local communities.

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 design and engineering activities that unify Metro's system design, construction, and functionality of systems elements improving and further encouraging transit ridership, ridesharing, and active transportation. 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 Systems Engineering Support Services contract supports the following strategic goals:

Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. Through this contract, the systems engineering consultant team will continue to implement innovative and state-of-the-art engineering solutions to provide efficient mobility options throughout the LA County area.

Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system. The contract ensures the timely delivery and implementation of systems that provide essential communications, security, comfort, and reliability to all users. These factors are important areas of concern identified by Metro management and annual customer surveys.

Strategic Goal 5: Provide responsive, accountable, and trustworthy governance within the Metro organization. With a regular annual authorization update to the Board, Metro staff will offer transparency and accountability of Systems related work involved in the Measure M program and other major capital projects.

ALTERNATIVES CONSIDERED

The Board may choose to reject the recommendation and request staff to re-procure these services through a RFP; staff does not recommend this. The use of a qualified SESS consultant has allowed the agency to secure highly technical expertise without the necessary increase in Metro's long-term labor costs. Further, by providing for an extended term contract, the Board has afforded staff the resources that seek to provide an integrated and consistent network design that serves Metro's interests.

NEXT STEPS

Upon Board approval, staff will execute Modification No. 14 to Contract No. AE47810E0128 and specific task orders will be issued on an as needed basis.

ATTACHMENTS

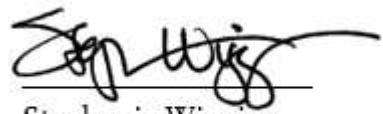
Attachment A - Procurement Summary

Attachment B - Task Order Log

Attachment C - DEOD Summary

Prepared by: Ron Tien, Executive Officer, Systems Engineering, (213) 418-3445
Michael Ratnasingham, Deputy Chief Program Management Officer, Systems Engineering, (213) 418-3440
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Tim Lindholm, Chief Program Management Officer, (213) 922-2250
Conan Cheung, Chief Operations Officer, (213) 418-3034



Stephanie Wiggins
Chief Executive Officer

PROCUREMENT SUMMARY

SYSTEMS ENGINEERING SUPPORT SERVICES / CONTRACT NO. AE47810E0128

1.	Contract Number: AE47810E0128		
2.	Contractor: SECOTrans (Joint Venture of Hatch Associates Consultants, Inc., NBA Engineering Inc., and Ramos Consulting Services, Inc.)		
3.	Mod. Work Description: Increase the Contract Not-To-Exceed funding amount and exercise the second, one-year option term.		
4.	Work Description: Systems Engineering Support Services		
5.	The following data is current as of: November 19, 2025		
6.	Contract Completion Status:	Financial Status:	
	Award Date:	April 26, 2018	Board Approved NTE Funding:
	Notice to Proceed (NTP):	N/A	Pending Funding (including this action):
	Original Completion Date:	April 25, 2026	Value of Task Orders and Mods. Issued to Date:
	Current Est. Complete Date:	April 25, 2027	Total Contract NTE Funding (with this action):
7.	Contract Administrator: Chelsea Bajorunas	Telephone Number: (213) 922-5344	
8.	Project Manager: Ron Tien	Telephone Number: (213) 418-3445	

A. Procurement Background

This Board action is to execute Modification No. 14 to Contract No. AE47810E0128 to exercise the second, one-year option term extending the contract term from April 25, 2026 to April 25, 2027 and to increase the authorized funding by \$35,000,000, increasing the total authorized funding from \$149,782,000 to an NTE amount of \$184,782,000.

On April 26, 2018, the Board of Directors approved the award of a cost-plus fixed fee Task Order based Contract No. AE47810E0128 for Systems Engineering and Support Services to SECOTrans (Joint Venture), with the total authorized funding amount Not-To-Exceed (NTE) \$28,932,000. The purpose of this contract is to supplement Metro's Engineering Department resources in providing engineering services for projects in varying stages of conceptual design, preliminary engineering, final design, bidding for construction, and design support during construction (DSDC), including the following: program management, quality, and computer aided design and drafting (CADD); design services concerning train control, communications systems, traction power, and overhead catenary systems (OCS); operational runtime simulation and modeling, corrosion control, system integration, facilities and system-wide electrical, facilities mechanical, facilities plumbing, and facilities fire protection. The base term for the

Contract is seven (7) years, plus three (3), one-year options, to be exercised at Metro's sole discretion, pending Board approval. Subsequently, the Board has approved additional funding in the amounts listed below:

- \$15,000,000 for the ROC/BOC project, on February 27, 2020;
- \$22,500,000 for FY21 on May 28, 2020;
- \$28,850,000 for FY23 / FY24 on June 23, 2022;
- \$19,500,000 for FY25 on November 30, 2023; and
- \$35,000,000 for FY25 and FY26 on December 5, 2024.

There have been 35 Task Orders and Modifications executed to date, totaling \$129,829,604.82. In addition, 13 Administrative Contract Modifications have been executed to date.

B. Cost/Price Analysis

The negotiated cost and fixed fee amount or lump sum price for future Task Orders will be determined to be fair and reasonable based upon fact finding, technical evaluation, Independent Cost Estimate, cost analysis, and negotiations, before issuing the Task Order authorizing the work to the SESS Consultant. Task Orders will be processed in accordance with Metro's Acquisition Policy and Procedures.

TASK ORDER LOG

SYSTEMS ENGINEERING SUPPORT SERVICES / CONTRACT NO. AE47810E0128

Mod./Task Order (TO) No.	Description	Status (Approved or Pending)	Date Issued	Task Order Issued Including MODs \$ Amount	Adjustments Pending TO Close-Out ¹	TO / Mods Pending (Currently) Est. \$ Amount
N/A	Initial Authorized NTE Funding \$28,932,000	Approved	4/26/18	---	---	---
E0128-TO-016	Board of Directors Authorized NTE \$15,000,000 for TO-016	Approved	2/27/20	---	---	---
N/A	Board of Directors Authorized NTE \$22,500,000 for FY 2021	Approved	5/28/20	---	---	---
N/A	Board of Directors Authorized NTE \$28,850,000 for FY 2023 / 2024	Approved	6/23/22	---	---	---
N/A	Board of Directors Authorized NTE \$19,500,000 for FY25	Approved	11/30/23	---	---	---
N/A	Board of Director Authorized NTE of \$35,000,000 and the first one (1) year option exercised	Approved	11/20/24	---	---	---

Approved Task Orders and Task Order Modifications						
E0128-TO-001	Systems Engineering Support for Crenshaw Project	Approved	7/9/18	\$14,085,003.40	---	---
E0128-TO-002	Program-wide System Engineering Support Services for Systems Engineering Group	Approved	7/27/18	\$11,639,504.43	---	---
E0128-TO-003	Overhead Contact Systems (OCS) Support for Maintenance of Wayside Engineering	Approved	9/11/18	\$603,041.25	---	---
E0128-TO-004	System-wide Electrical Support for Rail and Bus Projects	Approved	9/11/18	\$145,244.00	---	---
E0128-TO-005	Crenshaw Project Design Services During Construction	Approved	9/12/18	\$161,992.00	---	---
E0128-TO-006	Rail Systems Engineering Support for New Blue	Approved	10/3/18	\$4,688,560.70	---	---
E0128-TO-007	West Santa Ana Branch Systems Support	Approved	10/1/18	\$120,666.74	---	---
E0128-TO-008	System-wide Operations and Maintenance Plan	Approved	10/10/18	\$569,256.67	---	---
E0128-TO-009	Division 20 Portal Widening Turnback	Approved	10/30/18	\$17,701,135.35	---	---

	Project Systems Engineering Support					
E0128-TO-010	West Santa Ana Branch (WSAB) Project Conceptual Engineering	Approved	11/16/18	\$2,889,788.57	---	---
E0128-TO-011	East San Fernando Valley (ESFV) Conceptual Engineering	Approved	12/3/18	\$11,571,582.55	---	---
E0128-TO-012	Metro Blue Line Track and OCS Refurbishment	Approved	3/21/19	\$1,528,845.32	---	---
E0128-TO-013	Metro Systems Support for Green Line/Crenshaw Operations	Approved	4/10/19	\$249,069.86	---	---
E0128-TO-014	Metro Red/Purple Line and Regional Connector Operational Simulation Support	Approved	4/25/19	\$754,295.85	---	---
E0128-TO-015	Airport Metro Connector Engineering Support	Approved	9/12/19	\$6,400,947.00	---	---
E0128-TO-016	Rail Operations Center (ROC) / Bus Operations Center (BOC) Architectural and Engineering Systems Design Services	Approved	4/9/20	\$46,957.87	---	---
E0128-TO-017	Centinela Grade Separation Conceptual Engineering	Approved	11/4/19	\$993,872.43	---	---

E0128-TO-018	Metro Gold Line Foothills 2B Extension Systems Engineering Support	Approved	4/16/20	\$795,007.00	---	---
E0128-TO-019	Metro Gold Line Eastside Phase 2 Conceptual Engineering	Approved	4/24/20	\$6,037,139.00	---	---
E0128-TO-021	Systems Engineering DSDC Support for Purple Line Extension Sec. 1	Approved	1/29/20	\$6,048,740.00	---	---
E0128-TO-022	Systems Engineering DSDC Support for Regional Connector Project	Approved	4/24/20	\$3,692,599.00	---	---
E0128-TO-023	Metro C Line (Formerly Green Line) Extension to Torrance Conceptual Engineering	Approved	12/08/20	\$3,018,151.00	---	---
E0128-TO-024	Purple Line Extension Section 3 Systems Engineering Support Services	Approved	12/29/20	\$9,731,720.81	---	---
E0128-TO-025	Systems Engineering Design Services During Construction Support for Metro Center Project - FY21 Level of Effort	Approved	3/18/21	\$292,399.02	---	---
E0128-TO-026	Purple Line Extension Section 2	Approved	9/17/21	\$3,975,216.00	---	---

	Systems Engineering Support Services					
E0128-TO-027	Metro G Line (formerly Orange Line) Systems Engineering Support	Approved	7/20/21	\$1,980,476.00	---	---
E0128-TO-028	Sepulveda Transit Corridor Projects Systems Engineering Support	Approved	8/10/22	\$633,009.00	---	---
E0128-TO-029	West Santa Ana Branch Systems Engineering Support	Approved	11/9/22	\$10,639,472.00	---	---
E0128-TO-030	Rail Operations Control Center (ROC) / Bus Operations Control Center (BOC) Feasibility Study	Approved	10/3/22	\$6,594,232.00	---	---
E0128-TO-031	Metro Bungalow A Replacement Project	Approved	9/5/23	\$850,000.00	---	---
E0128-TO-032	Metro Operations Simulations Support	Approved	12/5/23	\$213,773.00	---	---
E0128-TO-033	K Line TPSS – Systems Engineering Support Services	Approved	3/13/2024	\$799,195.00	---	---
E0128-TO-34	ZEB Charging Infrastructure Design Criteria	Approved	6/17/2025	\$249,566.00	---	---
E0128-TO-035	C and K Line Platform Extension Project – Systems	Approved	9/24/2025	\$129,146.00	---	---

	Engineering Support Services FY26					
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Approved Contract Modifications

E0128-00- MOD- 00001	Update to Advanced Cost Agreement (LTK, DE, GF and IC)	Approved	9/6/18	\$0.00	---	---
E0128-00- MOD- 00002	Updates to Advanced Cost Agreement (Home Office Rates 2019: Atkins, FN, GF, IEI, ICI, RCS)	Approved	12/14/18	\$0.00	---	---
E0128-00- MOD- 00003	Revise Spec. Section CP-04 Payment & Invoicing Part C.1 - Invoicing	Approved	1/11/19	\$0.00	---	---
E0128-00- MOD- 00004	Direct Hourly Labor Rates Adjusted for 2019	Approved	2/6/19	\$0.00	---	---
E0128-00- MOD- 00005	Updates to Contract: Form of Contract, ACA Rates, Add/Delete Subconsultants and Corrections	Approved	4/20/21	\$0.00	---	---
E0128-00- MOD- 00006	Updates to Contract: Form of Contract, ACA Rates, New Positions and Delete Subconsultant FNC	Approved	3/14/22	\$0.00	---	---
E0128-00- MOD- 00007	Updates to Form of Contract and Special Provisions Section	Approved	11/10/22	\$0.00	---	---
E0128-00- MOD- 00008	Updates to Contract: Administrative	Approved	5/4/23	\$0.00	---	---

	Modification, Updates to Exhibit 1 – Advanced Const Agreement					
E0128-00-MOD-00009	Extend Period of Performance for Multiple TOs	Approved	6/2/23	\$0.00	---	---
E0128-00-MOD-00010	Updates to Exhibit 1- Advanced Cost Agreement & Contract	Approved	3/19/24	\$0.00	---	---
E0128-00-MOD-00011	Extend Period of Performance for Multiple TOs & Consultant Name Change	Approved	5/20/24	\$0.00	---	---
E0128-MOD-00012	Administrative Modification No. 12 – Exercise Option Year One (1), Update Exhibit 1 - Advanced	Approved	1/28/25	\$0.00	---	---
E0128-MOD-00013	Extend the Period of Performance for Multiple TOs and Update Exhibit 1- Advanced Cost Agreement & Contract	Approved	6/24/25	\$0.00	---	---
	Subtotal Approved TOs and Contract Mods			\$129,829,604.82		
Pending Task Orders and Task Order Mods						
TBD	Future Anticipated Task Orders through April 25, 2026	Pending	TBD			\$19,952,395.18

TBD	Future Anticipated Task Orders for FY27, through April 25, 2027	Pending	TBD	---	---	\$35,000,000
	Subtotal Pending TOs and TO Mods					\$54,952,395.18
	Task Orders Approved	---	---	\$129,829,604.82	---	---
	Adjustments Pending TO Close-Out	---	---	---	---	---
	Pending TOs and TO Mods	---	---	---	---	---
	Future Anticipated Task Orders for FY26-FY27, through April 25, 2027	---	---	---	---	\$54,952,395.18
	Total Contract NTE Amount Plus Funding Needed for Future Anticipated Task Orders from FY26-FY27	---	---	---	---	\$184,782,000

NOTES:

¹ Task Orders and Task Order Modifications will be closed-out and unused Not-To-Exceed (NTE) authorized amount will be credited back to the Project. The Authorized NTE for the Task Order will be adjusted to actuals expended.

BOARD ACTIONS	
Board Approved Funding – Current Contract Value	\$149,782,000
This Board Action	\$35,000,000
New Contract Value	\$184,782,000

DEOD SUMMARY

SYSTEMS ENGINEERING AND SUPPORT SERVICES CONTRACT / AE47810E0128

A. Small Business Participation

While SECOTrans JV made a 15% Disadvantaged Business Enterprise (DBE) commitment on this contract, the U.S. Department of Transportation (USDOT) has issued an Interim Final Rule (IFR) that makes changes to the DBE Program. As such, contract goals, enforcement, and counting of participation are suspended effective October 3, 2025. Although the DBE commitment is not a factor in the staff recommendation, there are 12 certified small businesses participating in this contract.

B. Living Wage and Service Contract Worker Retention Policy Applicability

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

C. Prevailing Wage Applicability

Prevailing wage is not applicable to this modification.

D. 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.

E. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not apply to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million.

METRO CONSTRUCTION COMMITTEE
JANUARY 14, 2026



Board Item 2025-1011

SYSTEMS ENGINEERING SUPPORT SERVICES CONTRACT



Metro®

Los Angeles County Metropolitan Transportation Authority

Board item 2025-1011

Systems Engineering Support Services Contract

Consider:

- APPROVING an increase in total authorized funding and executing Modification No. 14 to Contract No. AE47810E0128 with SECOTrans (Joint Venture of Hatch Associates Consultants, Inc., NBA Engineering Inc., and Ramos Consulting Services, Inc), for pending and future Task Orders to provide systems engineering and support services for Metro Rail and Bus Transit projects, in the Not-To-Exceed (NTE) amount of \$35,000,000, increasing the total contract authorized funding from an NTE amount of \$149,782,000 to an NTE amount of \$184,782,000, and exercising the second, one-year (1) option extending the contract term from April 25, 2026 to April 25, 2027



Metro®

Board item 2025-1011

- Consultant provides specialized systems engineering support for Metro's projects from design through testing and pre-revenue service.
- Singular team is used to promote consistency of systems on Metro projects for maintainability, interoperability, safety, reduction of lifecycle costs and training.
- Consultant is a Joint Venture with 3 primes and 19 subconsultants. Twelve firms are certified small businesses.