




**May 4, 2026**

**To:** Executive Committee

**From:** Darrell E. Johnson, Chief Executive Officer 

**Subject:** Consultant Selection for the Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

### **Overview**

On January 14, 2026, the Orange County Transportation Authority released a request for proposals to retain a consultant to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the 2028 Summer Olympic and Paralympic Games. Orange County Transportation Authority Board of Directors' approval is requested for the selection of a firm to perform the required work.

### **Recommendations**

- A. Approve the selection of Jacobs Engineering Group, Inc., as the firm to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250131 between the Orange County Transportation Authority and Jacobs Engineering Group, Inc., in the amount of \$929,267, for a 20-month term, to conduct the Los Angeles 2028 Olympics transportation service plan and capital needs assessment.

### **Discussion**

The Orange County Transportation Authority (OCTA) is undertaking a strategic initiative to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the Los Angeles 2028 Olympics (LA28) and Paralympic Games (Games) in the City of Los Angeles. With LA28 venues such as the Honda Center in the City of Anaheim and Trestles Beach in northern San Diego County expected to host major events, OCTA plays a critical role in ensuring regional mobility, accessibility, and operational continuity during the Games.

This initiative contains five major deliverables, including a transportation framework document, an LA28-specific service plan, a capital infrastructure needs plan, stakeholder coordination, and a comprehensive budget and funding roadmap.

Key objectives of the plan include:

- Establishing a foundational strategy and planning context for LA28-related transit services
- Developing a detailed operational plan for OCTA services during LA28
- Identifying facility and infrastructure upgrades to support the LA28 service plan
- Coordinating with stakeholders to gather relevant feedback on the draft plans
- Outlining estimated costs and a funding strategy to implement the operational and infrastructure plans

Through focused planning and interagency coordination, OCTA will be positioned to support Orange County's LA28 mobility goals while protecting the integrity of its core services. The outputs of this project are intended to contribute directly to LA28's broader transportation vision and strategy to be incorporated into the Games Transportation Operations Plan being developed by the Los Angeles County Metropolitan Transportation Authority (LA Metro).

### ***Procurement Approach***

This procurement was handled in accordance with OCTA's Board of Directors (Board)-approved procedures for professional and technical services. In addition to cost, several other factors are considered in the award for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal considering such factors as prior experience with similar projects, staffing and project organization, work plan, as well as cost and price.

On January 14, 2026, Request for Proposals (RFP) 250131 was issued electronically on OCTA's e-procurement platform, OpenGov. The RFP was advertised in a newspaper of general circulation on January 13 and January 20, 2026. A pre-proposal conference was held on January 21, 2026, with 22 attendees representing 13 firms. Three addenda were issued to make available the pre-proposal conference presentation and registration sheets, provide responses to questions received, and handle administrative issues related to the RFP.

On February 11, 2026, six proposals were received. The evaluation committee consisted of members from the City of Anaheim and OCTA's Contracts Administration and Materials Management, Transit Service Planning, Planning and Analysis, Security, Emergency Preparedness, and Scheduling and Bus Operations Support departments. The proposals were evaluated utilizing the following evaluation criteria and weightings:

- Qualifications of the firm 20 percent
- Staffing and project organization 25 percent
- Work plan 30 percent
- Cost and price 25 percent

Several factors were considered in developing the evaluation criteria weightings. The qualifications of the firm criterion was weighted at 20 percent as the firms needed to demonstrate experience with mega-event planning of a similar scope and scale. Staffing and project organization criterion was weighted at 25 percent as the firms needed to demonstrate the level of expertise, resource availability, and involvement for the various roles of the proposed project team. The work plan was weighted at 30 percent as the firms needed to demonstrate the ability to deliver a plan that can be successfully implemented prior to the Games. Cost and price criterion was weighted at 25 percent to ensure that OCTA receives value for the services provided.

The evaluation committee reviewed all proposals based on the evaluation criteria and short-listed the three most qualified firms listed below in alphabetical order:

Firm and Location

HNTB Corporation (HNTB)  
Headquarters: Santa Ana, California  
Project Office: Santa Ana, California

Jacobs Engineering Group, Inc. (Jacobs)  
Headquarters: Dallas, Texas  
Project Office: Los Angeles, California

WSP USA, Inc. (WSP)  
Headquarters: New York, New York  
Project Office: Los Angeles, California

On March 3, 2026, the evaluation committee conducted interviews with the three short-listed firms. The interviews consisted of a presentation by each firm to

demonstrate the firm's understanding of OCTA's requirements. The firm's project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Questions were related to the firm's understanding of the scope of work, experience with projects of a similar type, and approach to develop a comprehensive transportation framework, service plan, and capital needs assessment in preparation for the Games. After considering responses to questions asked during the interviews, the evaluation committee reviewed the preliminary ranking and adjusted individual scores.

Based on the evaluation of the written proposals and the information obtained from the interviews, as well as cost and price, the evaluation committee recommends Jacobs for consideration of the award to provide the transportation service plan and capital needs assessment services. The following is a brief summary of the proposal evaluation results.

#### Qualifications of the Firm

Jacobs was founded in 1947, is headquartered in the City of Dallas, Texas, and has approximately 43,000 employees worldwide. The firm has 230 offices worldwide, including an office in the City of Los Angeles. Jacobs demonstrated direct experience in large-scale multimodal transportation planning for mega-events, including active involvement in LA28 mobility planning and use of advanced demand modeling tools to support service planning, capital prioritization, and regional coordination. The firm has worked with major transit agencies including LA Metro, Metrolink, California Department of Transportation, Los Angeles Department of Transportation, and other regional and international partners on large-scale transportation planning and mega-event mobility initiatives, including active support of LA28-related planning efforts. Jacobs has supported Southern California transit agencies, including OCTA through its subconsultant team, on transit planning and service optimization initiatives. Jacobs proposed a multidisciplinary team that includes specialized subconsultants to provide expertise in transit operations, modeling, funding strategy, and regional coordination. Jacobs received positive comments from its references.

WSP was founded in 1885, is headquartered in the City of New York, New York, and employs approximately 73,000 staff globally, including approximately 19,000 in the United States. The firm maintains more than 200 offices nationwide, including local offices in the cities of Irvine and Los Angeles, California. WSP demonstrated strong global experience supporting LA28-related efforts, Fédération Internationale de Football Association (FIFA) World Cup events, and other major international mobility initiatives. The firm has

participated in LA28-related efforts and provided modeling and special event transportation planning services to large transit agencies, including LA Metro. WSP's qualifications emphasize mega-event mobility planning, multimodal integration, and regional coordination across complex transit systems. WSP received positive comments from its references.

HNTB was founded in 1914 and has more than 7,000 employees nationwide. The firm maintains offices throughout the United States, including a Southern California presence with an office in the City of Santa Ana. HNTB demonstrated experience delivering transportation planning and capital improvement programs, including long-standing involvement with OCTA projects and participation in LA28 and FIFA-related planning efforts. The firm's qualifications emphasize planning transit systems across entire routes, infrastructure integration, governance, and program management within complex public-sector environments. HNTB received positive comments from its references.

#### Staffing and Project Organization

Jacobs proposed a knowledgeable and well-structured project team with direct experience supporting LA28 mobility planning and regional transit coordination efforts. The proposed project manager has 28 years of rail and transit experience and is actively leading LA28-related transportation planning initiatives with Metrolink. He is supported by a deputy project manager with experience in modeling coordination and capital integration. The team includes specialists in transit service planning, demand modeling, rail coordination, funding strategy, and stakeholder engagement, with clearly defined roles and responsibilities. Jacobs' staffing plan demonstrated a balanced mix of senior leadership and technical practitioners to support modeling, service simulation, capital needs assessment, and funding analysis within the proposed schedule and budget. During the interview, team members clearly articulated their approach to integrating the LA28 "Living Model," coordinating with regional partners, and addressing operational considerations specific to Orange County. Their responses reflected a strong understanding of OCTA's service environment, regional interdependencies, and the complexities associated with multi-agency coordination during a large-scale mega-event.

WSP proposed a project team with relevant mega-event transportation planning experience. The proposed project manager has 11 years of transportation planning experience and serves in a leadership role within the firm's national major event practice, with stronger World Cup experience and more limited LA28-specific planning experience. The team includes specialists in transit modeling, service planning, security integration, stakeholder engagement, and funding strategy, supported by subconsultants providing event mobility logistics,

outreach services, and security planning expertise. Roles and responsibilities are clearly defined, and availability commitments are identified for key personnel. While the staffing structure reflects broad mega-event experience, the team demonstrated limited Orange County specific service planning experience. During the interview, responses were more general in nature and provided less detailed articulation of implementation mechanics and security integration.

HNTB proposed a project team with extensive experience. The proposed project manager has more than 30 years of experience in transportation planning and executive leadership, including prior service with OCTA. The team includes technical leads in service planning, infrastructure, modeling, funding strategy, security coordination, and stakeholder engagement. Dedicated security planning support is provided through one of its subconsultants. Roles and responsibilities are clearly identified, and the organization reflects familiarity with OCTA's structure and regional coordination processes. The team overall demonstrated less experience working with various LA28 planning efforts and provided less details with respect to the intricacies of planning the Games, including regional travel demand modeling and security perimeter coordination. During the interview, responses relied heavily on the Games transit network development subconsultant, which raised concerns regarding the depth of in-house LA28 transit planning leadership and dependence on specific individuals.

#### Work Plan

Jacobs presented a work plan that addressed all elements of the scope of work through a structured, phased approach aligned with Games readiness milestones and regional coordination requirements. It highlighted previous work on developing the LA28 Living Model in coordination with LA Metro, which serves as the region's primary tool for LA28 travel demand forecasting. It integrates the Living Model with OCTA's existing transit planning tools and institutional knowledge of the OC Bus network to support a comprehensive demand forecasting framework that informs route scheduling, fleet sizing, operations and maintenance forecasting, and capital investment prioritization. It clearly demonstrates how modeled demand informs service adjustments, vehicle and staffing needs, operating costs, and associated capital improvements, and explicitly links service planning to funding strategy. The work plan included scenario-based testing to address evolving demand conditions and reflected a region-wide perspective of Orange County's role within the broader Southern California host environment. It also incorporated security perimeter planning into routing and operational assumptions, demonstrating an understanding of security zones and corresponding access levels.

WSP presented a work plan that addressed the scope of work through a phased approach incorporating needs assessment, service planning, capital evaluation, stakeholder coordination, and funding strategy development. The proposed work plan integrated modeling tools such as the Orange County Transportation Analysis Model, Remix, and rail simulation platforms to evaluate operating scenarios, fleet requirements, and service feasibility. Capital needs are linked to operational overlays and access constraints, and the work plan reflected consideration of regional mobility impacts and Games readiness sequencing. The work plan was presented at a higher level, with less specificity in implementation details. Security planning and operational stress testing were discussed conceptually, with limited detail regarding execution methodology. The work plan also provided limited specificity on park-and-ride accommodation strategies, as well as limited definition of implementation triggers or operational escalation procedures. In addition, the work plan reflected less detailed articulation of Orange County specific transit conditions and the OC Bus network compared to other proposals.

HNTB presented a work plan that addressed the scope of work through a structured and methodical framework aligned with milestone-based delivery. The proposed work plan integrated OCTA's existing service planning context with needs assessment, service design, capital evaluation, stakeholder engagement, and funding strategy development. The work plan links service concepts to fleet and staffing considerations and incorporates capital improvements within a defined planning structure. Demand modeling is described at a high level and relies more heavily on traditional planning approaches, with comparatively less depth in advanced analytical tools and complex modeling for mega-events. Security and operational constraints were addressed within the framework; however, the security discussion during the interview did not clearly articulate implementation details. In addition, the proposed work plan provided less details on how OCTA would be positioned within the broader regional decision-making structure for LA28 coordination.

#### Cost and Price

Pricing scores were based on a formula that assigned the highest score to the firm with the lowest weighted average hourly rate and scored the other proposals' weighted average hourly rates on their relation to the lowest weighted average hourly rate. Although Jacobs did not propose the lowest weighted average hourly rates, they are deemed fair and reasonable, as they are competitive among the proposing firms. In addition, Jacobs' total proposed budget is within the OCTA project manager's independent cost estimate.

### Procurement Summary

Based on the evaluation of written proposals, firm qualifications, and information obtained during interviews, the evaluation committee recommends the selection of Jacobs as the top-ranked firm to conduct the LA28 transportation service plan and capital needs assessment. Jacobs delivered a thorough and comprehensive proposal and an interview that was responsive to all the requirements of the RFP.

### Fiscal Impact

The project was approved in OCTA's fiscal year 2025-2026 budget, Transit Planning Operations Support, Account No. 1539-7519-D0010-8QK, and is grant funded through the Mobile Source Air Pollution Reduction Review Committee and State Transportation Improvement Program – Planning, Programming, and Monitoring.

### ***Summary***

Staff is recommending the Board authorize the Chief Executive Officer to negotiate and execute Agreement No. C250131 between OCTA and Jacobs, in the amount of \$929,267, for a 20-month term, to conduct the LA28 transportation service plan and capital needs assessment.

***Attachments***

- A. Review of Proposals, RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment
- B. Proposal Evaluation Criteria Matrix (Short-Listed Firms), RFP 250131, Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment
- C. Contract History for the Past Two Years, RFP 250131: Los Angeles 2028 Olympics Transportation Service Plan and Capital Needs Assessment

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