



LA28 PROCUREMENT PLAN



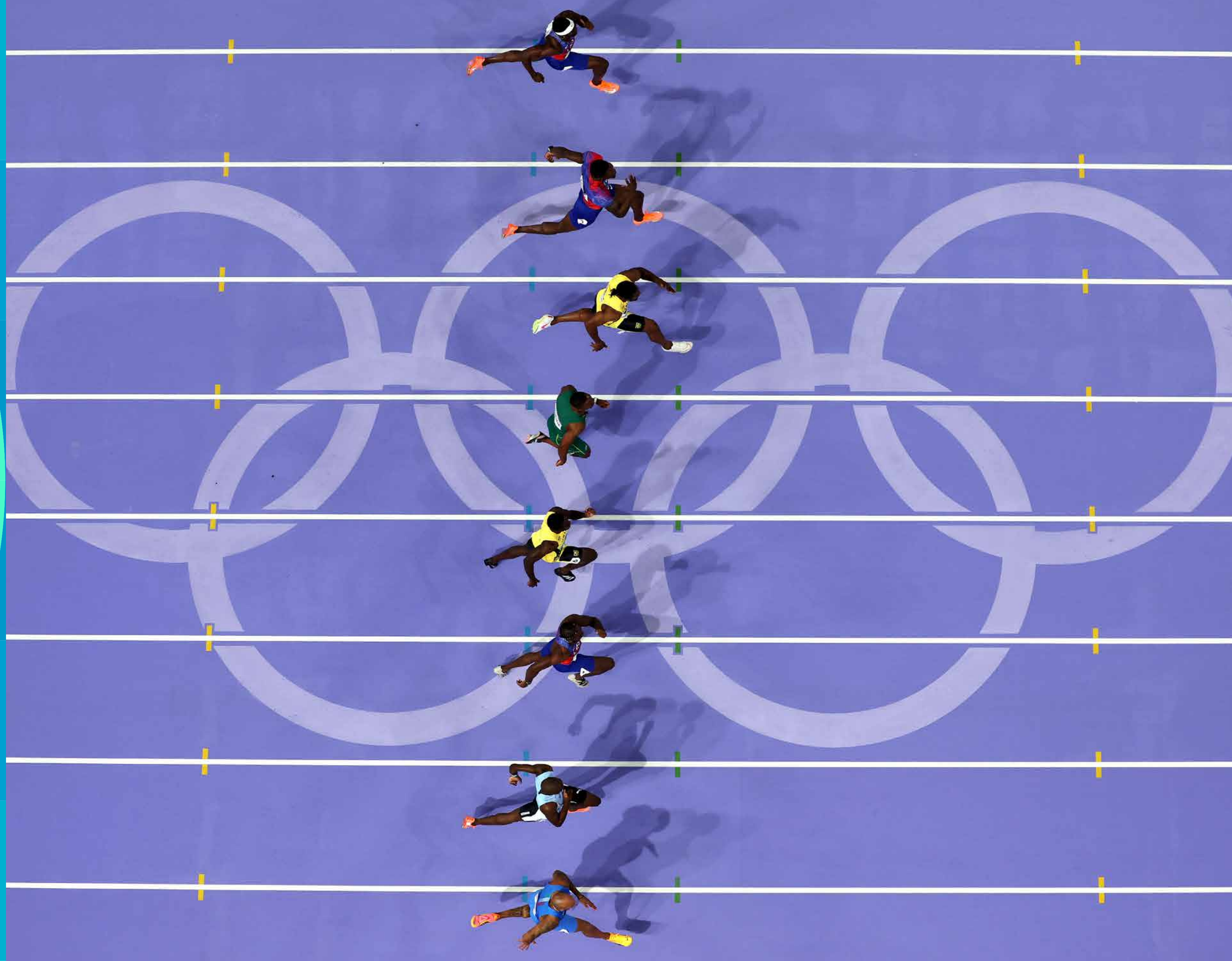




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MESSAGE FROM THE CEO, CFO AND VP OF PROCUREMENT



Reynold Hoover

As CEO of LA28, I'm proud to share our procurement plan as a key component of how we will deliver the 2028 Olympic and Paralympic Games in partnership with the City of Los Angeles and the greater Los Angeles region. The plan represents our clear commitment to disciplined execution, transparency and expanding economic opportunities across our region. We are focused on opening doors for local and small businesses to compete and contribute, while ensuring we meet the highest standards of performance and accountability. By aligning with elected officials across the region and working closely with civic and community leaders, we are prepared to deliver an exceptional Olympic and Paralympic Games. At LA28, we are committed to being a catalyst and helping to build a stronger and inclusive regional economy that will endure beyond 2028.



Karen Sturges

As Chief Financial Officer of LA28, I am committed to ensuring that the Olympic and Paralympic Games deliver meaningful economic benefit to the City of Los Angeles and the greater Los Angeles region. While LA28's direct contract opportunities are only a fraction of the estimated \$17.6 billion in expected regional economic output associated with the Games (SCAG, 2025), our procurement spends and strategy will play a vital role in powering that impact. That is why our critical focus is on directing a substantial share of LA28's [addressable spend](#) to local and small businesses through a target of 75% local and 25% small business. This approach is grounded in LA28's commitment to safeguarding workers' rights and supporting fair labor practices across our operations, contracts and supply chain. Through an inclusive procurement ecosystem, we aim to expand opportunities, strengthen local industries and contribute to a lasting economic legacy beyond the Games.



David Margolis

I am honored to serve as the Vice President of Strategic Sourcing & Procurement Operations and am excited to make the LA28 Games a celebration of our incredible local and small business community. By unbundling contracts and teaming up with community partners, we are opening the door for hyperlocal, small businesses and microbusinesses to shine on a global stage. Our commitment to local and small business spending keeps us focused on lifting entrepreneurs and creators who power Los Angeles, while tools like the city's Regional Alliance Marketplace for Procurement ([RAMP](#)) and the [LA28 Responsible Sourcing Code](#) ensure that getting involved is inclusive and accessible. Together, we are building a procurement experience that is not just impactful, but exciting, welcoming and full of opportunity for the entire region.

EXECUTIVE SUMMARY

Creating Positive Impact Through Procurement

The LA28 Olympic and Paralympic Games are more than a global sporting event—the Games are an opportunity to deliver meaningful and lasting economic benefits to Los Angeles and the surrounding region. As a privately funded Organizing Committee, LA28 is responsible for hosting the Games, including managing the procurement of goods and services necessary for the events. This LA28 Procurement Plan shares how the Games-related expenditures will be deployed responsibly and in alignment with the [LA28 Impact & Sustainability Plan \(I&S Plan\)](#), including the target to ensure 75% of addressable spend is local within the Greater Los Angeles area and 25% of addressable spend is with small businesses.

LA28's procurement is one of the most powerful tools available to LA28 to generate tangible community benefits, which includes drawing upon funds from commercial partnerships, International Olympic Committee (IOC) contributions and other private revenue sources like ticket sales. Through intentional sourcing strategies and marketplace engagement, LA28 aims to ensure that local and small businesses have meaningful opportunities to participate in Games-related contracts. Further, LA28 will integrate environmental and social responsibility considerations into procurement processes wherever practical and appropriate.

Supporting Small, Local and Hyper-Local Businesses

LA28's procurement strategy is designed to maximize economic opportunity for the regional business community while delivering the complex goods and services required to host the Olympic and Paralympic Games. Consistent with commitments made to the City of Los Angeles, LA28 will promote open, competitive procurement processes that encourage participation from small, local, micro, and hyper-local businesses.

By intentionally expanding access to procurement opportunities, LA28 aims to strengthen the regional business ecosystem, create pathways for small and emerging suppliers, and ensure the economic benefits of the Games are shared across local communities.

For the purposes of the LA28 spend goals, the following definitions apply:

- Local Business – A business headquartered or maintaining a principal office within Los Angeles,

Orange, Riverside, San Bernardino or Ventura County.

- Hyper-Local Business – A business headquartered or maintaining a principal office within the City of Los Angeles.
- Small Business – A supplier that meets the size standards established by the U.S. Small Business Administration (SBA) for its respective industry.
- Micro Business – A supplier with 10 or fewer employees (or 25 or fewer employees for manufacturing industries).

While the overall economic impact of the Games will extend well beyond LA28's direct spending, this procurement plan governs the specific dollars LA28 uses to deliver the Games. Within that scope, LA28 is committed to maximizing economic inclusion, strengthening local businesses, and advancing responsible sourcing practices.

Local and Small Business Procurement

LA28 has developed a comprehensive six-point strategy embedded throughout its entire procurement lifecycle to maximize opportunities for local and small businesses. This enterprise-wide approach shapes how procurement opportunities are designed, announced, evaluated, awarded and managed across the organization, rather than treating small business engagement as a standalone program.

The strategy includes:

- Increasing competitive purchasing through the public platform Regional Alliance Marketplace for Procurement (RAMP);
- Right-sizing contract requirements to avoid unnecessarily favoring large incumbents;
- Prioritizing local and small businesses through targeted outreach, capacity-building and evaluation criteria;
- Strategically unbundling large contracts into smaller, more accessible opportunities;
- Establishing enforceable subcontracting requirements for prime contractors; and
- Creating pre-qualified vendor pools and multiple award contracts to streamline engagement.

This integrated framework is supported by strong partnerships with both the City and County of Los Angeles, including collaboration on the Get in the Game LA Supplier Resource Hub, City-supported financing tools, and the County's 88 for 28 initiatives. LA28 is actively building supplier capacity through its Procurement Series—virtual events focused on specific

purchasing categories—and aggressive recruitment efforts that have already registered thousands of businesses. By implementing structured evaluation processes and maintaining proportionate requirements, LA28 is creating an inclusive procurement ecosystem that enables local and small businesses to compete effectively while maintaining the standards of excellence required to successfully host the Games.

Procurement Plan

The LA28 Procurement Plan provides a forward-looking, point-in-time view of anticipated purchasing activities across all LA28 Functional Areas. The purpose is to help potential suppliers — especially small businesses — gain a general sense of what LA28 may be purchasing and when, so suppliers can prepare and showcase their best offer to compete for LA28 work. Importantly, this plan does not represent a commitment to procure specific goods or services, nor does it guarantee future contracting opportunities. Further, the plan will continue to evolve as we get closer to the Games.

A Lasting Regional Legacy

While LA28 is a temporary organization, its procurement strategy is designed to deliver lasting value for the City of Los Angeles and the broader region. By expanding access to contracting opportunities and strengthening local supplier capability, LA28 is helping to build a more competitive, resilient and inclusive regional economy.

Complementing this approach, LA28 is collaborating with academic institutions, workforce organizations and community partners to strengthen regional workforce pathways and prepare local talent for Games-related opportunities. Through initiatives such as the LA28 Career Pathways Program and partnerships with the California State University system and the Los Angeles Regional Consortium of community colleges, LA28 helps equip students and jobseekers with the skills, training and connections needed to participate in the delivery of the Games and the broader sports and live events industry.

The LA28 Procurement Plan reflects a disciplined, impact-driven approach to delivering the Games—one that aligns operational excellence with the City's priorities for economic opportunity and community benefit. In close partnership with City leaders, community organizations and local businesses, LA28 is committed to ensuring that the benefits of hosting the Olympic and Paralympic Games are broadly shared and continue to support the region well beyond 2028.



COMMITMENT TO ECONOMIC EMPOWERMENT

The Olympic and Paralympic Games have always stood for more than world-class athleticism. The events offer a rare civic moment capable of reshaping how a region sees itself and its future. For LA28, the Games are an opportunity to host the world and ensure that the benefits are broadly shared across communities, neighborhoods and future generations.

Helping to advance access to economic empowerment and a healthy environment, LA28 adopted the [LA28 Responsible Sourcing Code \(Code\)](#) to engage LA28's supply base in its impact and sustainability efforts. The Code focuses on six key drivers for responsible sourcing: Radical Reuse, Resilience, Business Pathways, Community Business and Procurement, Workforce Pathways and Local Hiring. All suppliers, including sub-contractors, participating in RFPs will acknowledge adherence to the Code.

Economic Empowerment

Through the deliberate design of its programs, partnerships and procurement strategy, LA28 is committed to using the power and scale of the Games to expand opportunity, strengthen local enterprise and contribute to a more resilient and inclusive regional economy. As outlined in the Impact and Sustainability (I & S) Plan, LA28's commitment to economic empowerment includes four strategic objectives:

1. Business pathways
2. Community business and procurement
3. Workforce pathways
4. Local hiring

This procurement plan narrows the focus to the Community Business and Procurement strategic objective, providing additional information about how LA28 will accomplish the ambitious targets formalized in

the I & S Plan: 75% of addressable spend in the Greater Los Angeles area (local businesses), and 25% of addressable spend with small business.

Beyond these goals, LA28 will focus on implementing strategies aimed at maximizing participation of hyperlocal businesses based in the City of Los Angeles and microbusinesses with 10 or fewer employees (25 or fewer in manufacturing).

Sustainability

The LA28 Responsible Sourcing Code sets minimum sustainability requirements for Games suppliers, including abiding by applicable legislation pertaining to environmental responsibility. Additionally, the Code lists four key categories of commodities that have been identified either as being of high importance to stakeholder groups or as potentially large contributors to the LA28 carbon footprint:

1. Wood
2. Synthetics
3. Metals & Ores
4. Agriculture, Aquaculture, & Livestock

Minimum requirements and recommendations have been laid out for suppliers that are utilizing these four categories of commodities in goods provided to LA28 and must be met by the time the goods are provided.

In conjunction with the Code, LA28's Request for Proposals (RFPs) includes questions intended to assess prospective suppliers' performance on sustainability criteria. Using suppliers' answers to these questions, internal reviewers assign each prospective supplier a score, which is factored into supplier selection. Following selection, LA28 integrates language requiring compliance with the Code into its standard contracts.

Work Already Underway - Small Business Outreach

Advancing economic empowerment to local communities is a critical part of our approach for delivering the Olympic and Paralympic Games. Part of the intended legacy of these Games is increasing and broadening opportunities for Los Angeles residents to benefit from training, new jobs, Games-related procurement and other opportunities. Since 2023, LA28 has convened regular meetings with local business and procurement leaders through its Community Business and Procurement Working Group to help shape policies and advance an inclusive, accessible business ecosystem. As part of this effort, LA28 is also promoting strong partnerships between government, employers, labor unions, community-based organizations and other stakeholders to support economic opportunity and uphold wage, safety, contract, collective bargaining and other rights for individuals involved in the delivery of the Games. LA28 collaborates closely with the City of Los Angeles to post procurement opportunities on RAMP and to encourage businesses to register on the platform. In addition, LA28 has led speaking engagements and webinars that have reached nearly 4,000 businesses and community-based organizations to date.

GOVERNANCE

LA28 Financial Model

LA28 Financial Model Overview

LA28 is a nonprofit organization responsible for planning, organizing and delivering a safe and fiscally responsible Olympic and Paralympic Games for Los Angeles in 2028. Unlike many past Games, LA28 is not primarily funded by public tax dollars. Instead, the Games will be privately funded, financed by commercial partnerships, IOC contributions -- including licensing fees, broadcast rights fees and other contributions -- and other private revenues, such as ticket sales and licensing.

- **Commercial Partnerships**
Corporate partners provide funding through sponsorship agreements that directly support Games operations (for example, technology, vehicles, equipment and professional services).
- **IOC Contributions and Revenue Programs**
The IOC provides financial contributions that represent LA28's specific share of broadcast revenue and top tier Worldwide Sponsor allocation.
- **Other Private Revenues**
Additional revenues include licensing, ticketing, and other approved commercial activities.

Impact on Procurement

LA28's Procurement Office is the operational engine that acquires the goods and services LA28 needs to deliver the Games. Because LA28 is funded largely through partnerships and contributions, some of the required goods and services are provided through value-in-kind (VIK) support from sponsors. LA28 does not pay the sponsors for VIK; rather, the sponsors provide VIK in exchange for use of LA28's brand in connection with their sponsorship.

This creates a dynamic element within the Procurement function. While Procurement is responsible for buying what the organization needs, those needs may be fulfilled through sponsorship VIK. As a result, procurement planning at LA28 must be adaptive. Planned purchases can evolve, shift in scope or be replaced altogether as partnership opportunities materialize. Importantly, VIK is a critical method for LA28 to operate within budget while meeting the mission to deliver the Games in a fiscally responsible manner.

Addressable Spend

LA28's local and small business targets are based on addressable spend. Addressable spend refers to the portion of LA28's total expenditure that can be fulfilled in the local market.

Not all operational needs translate into addressable spend. A sizable portion of LA28's requirements may be satisfied through partner sponsorships, IOC contributions, sport federation requirements or existing public infrastructure, with some spending being required to go to specific organizations based on regulatory requirements or supply rights agreements.





GOVERNANCE

Partnerships

In addition to LA28’s direct addressable spend, many of LA28’s corporate partners have long-standing commitments to regional and small businesses that will further support local economic empowerment, including supporting local and small businesses. Below are a few highlights:

INTUIT

Intuit’s partnership with LA28 deepens its longstanding [commitment in the LA community](#). Through the Intuit & LA28 Small Business Supplier Program, Intuit and LA28 will provide access to resources, mentorship and opportunities for local businesses to become suppliers for the LA28 Games. This initiative will drive economic opportunity and ensure the LA28 Games reflect the vibrant entrepreneurial spirit of Los Angeles and the nation.

Deloitte.

Deloitte is bringing together an ecosystem of nonprofits, community organizations, and corporations to enable collaboration and deliver coordinated support for small businesses across these strategic pillars:

1. Connections that could open doors to vendor networks and corporate procurement
2. Capabilities training focused on scaling operations and managing demand surges
3. Campaigns that amplify small business visibility

By aligning sponsor support with community needs, this effort aims to strengthen LA’s small business ecosystem in advance of the LA28 Olympic and Paralympic Games.

AECOM

AECOM’s role in the LA28 Venue and Infrastructure Partnership is grounded in a clear commitment to expanding opportunities for local, hyperlocal, small and micro businesses across the region. AECOM is intentionally shaping procurement, packaging, outreach and technical assistance strategies to ensure that LA28’s economic impact is felt in the communities that make Los Angeles unique.

AECOM’s process includes designing accessible scopes of work, reducing barriers to entry, engaging early with community-based organizations and chambers and requiring prime contractors to meaningfully integrate local and small businesses throughout the supply chain.

In alignment with LA28’s Responsible Sourcing Code Guidelines, AECOM is integrating expectations into its supply chain that vendors adhere to internationally recognized codes of conduct, support fair labor practices, protect workers’ rights and civil rights and commit to transparency by consenting to compliance audits consistent with global standards.

By pairing world-class program management with an equity-driven approach, AECOM is helping LA28 create a legacy of inclusive growth that strengthens the regional business ecosystem long after the Games conclude.



LOCAL AND SMALL PROCUREMENT

To achieve LA28’s ambitious local and small business goals, we are implementing an enterprise-wide, hands-on, six-point strategy that is embedded throughout the full procurement lifecycle. This is not a standalone program housed within one department, but rather a coordinated operating approach that shapes how procurement opportunities are designed, announced, evaluated, awarded and managed across LA28.

Our strategy engages leadership, procurement professionals, all LA28 Functional Areas and prime contractors alike. Each stage of the procurement process—outreach, evaluation, award and post-award performance management—has been examined through the lens of local and small business access. The result is a structured framework designed to increase participation.

The six points that follow reflect this integrated approach. Together, these form the operational backbone of LA28’s ability to expand opportunity while maintaining the standards of excellence required to successfully host the Games.

1. Increase Competitive Purchasing

Most private organizations do not put a meaningful share of their purchasing up for public competition. Instead, work is frequently awarded through incumbent renewals, direct negotiations or invitation-only sourcing that is difficult to navigate for most businesses, especially small businesses. LA28 is deeply committed to pushing beyond that norm and instead is using competitive proposals. LA28’s default will be open market access, allowing small, local, hyperlocal and micro businesses to see and compete for opportunities. This style of public competition increases fairness and capacity building, expands visibility for the community, improves price and performance outcomes for LA28 and creates a wider on-ramp for local businesses that can deliver world-class work.

LA28 uses a well-known platform, the City of Los Angeles’ Regional Alliance Marketplace for Procurement (RAMP.org). RAMP is the only platform where all competitive procurements will be published. This ensures ease of access for the 80,000+ businesses of all sizes that are already registered in RAMP, provides strong long-term opportunities for new registrants as they can compete for City contracts and other opportunities on the platform beyond LA28 and benefits LA28 by leveraging existing, public infrastructure and technology. LA28 has worked in partnership with the City of Los Angeles to prominently feature LA28 procurement announcements on the front page for increased visibility.

To further strengthen access for small businesses, LA28 is using a two-step competitive sourcing approach. The process starts with an Expression of Interest (EOI) and then progresses to the second step, the more formal Request for Quote (RFQ) or Request for Proposal (RFP). This practice reduces the up-front burden on businesses seeking LA28 contracts, as an EOI is less technical and time-consuming than a full RFP, and reduces the likelihood that small vendors are eliminated early due to proposal format or technicalities.

2. Right-Size Contract Requirements

LA28 recognizes the incredible diversity of goods and services needed to host the Olympic and Paralympic Games. Given this variety, LA28 is committed to avoiding over-standardizing minimum requirements for contracts and is instead grounding the organization’s approach in proportionality. LA28 is thoughtfully determining the requirements for each contract based on risk, size and other core factors of the work. When an organization establishes a single standard for all contracts, insurance thresholds, bonding requirements and rigid past performance criteria are often written to cover the highest conceivable exposure—not the actual risk profile of a given contract. This favors larger businesses and those who have previously worked for similar, large organizations.

Within this structure, LA28 will also allow relevant past performance flexibility and permit some structured adjustments during contract negotiation. LA28 will evaluate experience based on demonstrated capability and similarity of complexity, not simply on prior Games-scale or mega-event experience that may inherently favor large incumbents. Finally, during contract negotiations, LA28 shall consider alternative risk mitigation strategies or subcontracting partnerships.

Risk management remains essential. LA28 will not compromise on safety, compliance or performance standards. However, risk management and access are not mutually exclusive. By intentionally designing requirements that are proportionate and flexible where appropriate, LA28 expands opportunity while maintaining strong oversight.

**MADE IN L.A.
MADE FOR THE WORLD.**



The Olympic and Paralympic Games are coming to Los Angeles, and we’re looking to work with small, local, sustainable businesses that represent the diversity of LA.

Scan to Register Now!



Join our supplier portal so we can contact you as opportunities come up.

**CREADO EN L.A.
HECHO PARA EL MUNDO.**



Los Juegos Olímpicos y Paralímpicos llegan a Los Ángeles, y estamos buscando colaborar con pequeñas empresas locales comprometidas con la sostenibilidad y que reflejen la diversidad de LA.

Regístrate Ahora



Únete a nuestro portal de proveedores para que podamos contactarte cuando surjan oportunidades.



LOCAL AND SMALL PROCUREMENT

3. Prioritize Local and Small

LA28 is prioritizing a preference for small, local, hyperlocal and micro businesses in each critical stage of the procurement lifecycle, from early outreach through performance management. This system-wide effort can be seen at critical touchpoints throughout the process:

Outreach and Awareness

Access begins with knowledge and visibility. If local and small businesses do not know opportunities exist, they cannot compete. LA28 is publicly recruiting businesses to register as potential suppliers. RAMP is the only place to participate in active LA28 procurement announcements. LA28 is recruiting through active participation in community events, online, at LA28 events and even passing out thousands of business cards, that include a QR code to register at LA28.org, at local restaurants, shops and other neighborhood businesses.

LA28 is using a database of registered potential suppliers, as well as other vendor lists provided by government and community partners, including the City and County of Los Angeles, the Los Angeles Sports & Entertainment Commission (LASEC), local universities and local philanthropic organizations, to send out emails notifying these businesses when relevant LA28 procurement opportunities are on the horizon. For example, when LA28 was seeking to build a production agency supplier roster, LA28 sent an email to all the businesses who registered on LA28.org under the relevant NAICS (North American Industry Classification System) codes inviting them to participate in the RAMP EOI announcement. This resulted in strong competition, as over 600 potential suppliers participated in the EOI.

To further strengthen communication and outreach to small and local suppliers, the LA28 Procurement Team is working with the City of Los Angeles to reconfigure the RAMP subscription page to add an option for suppliers to be notified of new sports and entertainment announcements and opportunities, including those related to the 2028 Olympic and Paralympic Games.

LA28's procurement approach and outreach has been shaped by the LA28 Community Business & Procurement Working Group, which gathers expertise and strategic guidance aimed at expanding economic access for local and small businesses. The working group met quarterly from 2023 through 2025 and has since transitioned to a bi-annual cadence to continue informing economic legacy efforts.

LA28 will drive community awareness through the publication of this procurement plan as well as the LA28 Procurement Series. LA28's Procurement Series is a sequence of virtual events which will be held throughout 2026, each of which will focus on a single purchase category (e.g., Food and Beverage or Security) and provide in-depth information about the planned procurements and purchase needs within that category. The events will be open to the public so that all who are interested may attend; the events will also be recorded and hosted on LA28's website for future reference. Further, LA28 will work with key business stakeholder organizations and local governments to promote the Procurement Series.

Capability Building

Awareness alone is not sufficient to ensure strong small business participation. Recognizing that some small businesses may have the technical capability to perform the work, but lack familiarity with large-event procurement processes, LA28 will address this gap through local and small business capacity building in partnership with the City of Los Angeles, the County of Los Angeles and Intuit.

In partnership with the City of Los Angeles, LA28 is working to ensure that local and small businesses are positioned to be ready to compete and win LA28 contracts. LA28 is collaborating with City leaders to expand outreach and support initiatives such as the Get in the Game LA Supplier Resource Hub, which provides small and diverse businesses with training, certification guidance and direct connections to contracting opportunities. Together, LA28 and the City are

strengthening contract-readiness efforts, promoting access to working capital through City-supported financing tools and coordinating workshops and supplier engagement events designed to build long-term capacity. Through this close partnership, LA28 is helping to create an inclusive procurement ecosystem that enables local and small businesses to compete effectively, deliver at scale and share in the lasting economic legacy of the Games.

LA28 is also partnering with the County of Los Angeles and its 88 for 28 initiative, which brings together all 88 cities in the county to coordinate planning efforts and maximize the economic, cultural and social benefits of the 2028 Olympic and Paralympic Games. LA28 is supporting this effort by participating in quarterly convenings that address regional coordination on topics from cultural programming to training facility identification. Through this collaboration, LA28 is helping to develop a regional catalog of practice and training facilities and connecting with city officials to ensure local and small businesses throughout LA County can participate in and benefit from the 2028 Olympics and Paralympics.

LOCAL AND SMALL PROCUREMENT

4. Leverage Strategic Unbundling

LA28 is organizing purchases with intention by breaking down complex contracts into smaller, more targeted opportunities (e.g., serving venues in a single zone rather than serving all locations), making it easier and more likely that local and small businesses can compete and win the work. LA28 is leveraging this practice — called strategic unbundling — when speed and cost efficiency can be maintained with multiple vendors.

While assembling the forecast presented in this procurement plan and continually moving forward as plans adjust, LA28 commits to a strategic unbundling internal review process, where major procurement categories are assessed for how suitable they are for subdivision into smaller, venue zone or task-based contracts.

Unbundling increases competition, builds local capacity, and diversifies participation while preserving operational coordination through clear oversight structures.

5. Establish Subcontracting Requirements

LA28 will work to ensure large, prime suppliers have embedded enforceable local and small subcontracting requirements written into their agreements.

For RFPs, in which LA28 anticipates that larger firms may prevail, LA28 will require bidders to submit information on their plans for local and small business subcontracting. These plans will include the percentage of total contract value planned to be subcontracted as well as the identification of known subcontractors or a description of planned scopes to reach and incorporate small businesses. These plans will be considered during RFP evaluation. Afterwards, prime suppliers shall be required to regularly submit reports on their subcontracting outcomes under the proposed framework.

Further, LA28 will work with some of the largest partners and prime suppliers to leverage LA28's infrastructure to identify and select local and small sub-suppliers. For example, LA28 will work with these prime suppliers to maximize competitive purchasing and use tools like RAMP to post RFPs as well as participation in and outreach about the LA28 Procurement Series.

6. Employ Pre-Qualified Vendor Pools and Multiple Award Contracts

LA28 will develop and leverage pre-qualified vendor pools and multi-award contracts to streamline engagement of small and local businesses. In concept, both approaches open the door to working with LA28 by bringing a group of qualified vendors into the LA28 system related to a specific purchasing need. This will be done by listing an EOI on RAMP to apply to join the pre-qualified pool or multiple award contracts. The listing will be clear that it is not for a direct contract, but rather for the opportunity to join a pool. LA28 can then issue quick-bid contracts and/or task-order style of awards to that small group to make faster purchases. To join a pool or multiple award contract, LA28 will validate baseline qualifications for all selected firms and reduce duplicative documentation that would have been involved in full RFPs for similar types of work.

By lowering the transaction cost of identifying qualified small businesses, LA28 is multiplying opportunity across the Games ecosystem.

The six points above reflect LA28's integrated approach to procurement, specifically aimed at involving local and small businesses. LA28 leadership remains committed to local economic empowerment and collaboration to continually assess and improve. LA28 will continue to work in partnership with the City of Los Angeles and local leaders to maximize participation and will consider adjustments and additions to the six-point approach in the future in support of this goal.





PROCUREMENT PLAN

About This Plan

The LA28 Procurement Plan provides a point-in-time, forward-looking view of anticipated purchasing activities across LA28 Functional Areas. The purpose is to support effective planning, coordination and governance by outlining known and expected procurement needs, indicative timelines and planned sourcing approaches to promote a fiscally responsible Games delivery.

This plan enables LA28 leadership and stakeholders to align resources, manage risk and sequence procurements in a way that supports operational readiness for the Olympic and Paralympic Games. It also promotes consistency, accountability and informed decision making across the organization.

Externally, the LA28 Procurement Plan helps foster early market awareness and engagement by signaling upcoming opportunities to the supplier community, supporting competition, inclusion and value creation in alignment with LA28's values and policies.

As LA28's needs evolve, the plan will change. LA28 will provide updates to reflect changing priorities, emerging requirements and organizational readiness. The plan will serve as a living planning tool through the Games delivery lifecycle.

How to Use the Procurement Plan

The LA28 Procurement Plan will forecast planned purchasing categories with approximate timelines across LA28 departments (or Functional Areas). It does not represent a commitment to procure specific goods or services, nor does it guarantee future contracting opportunities. Rather, it serves as a forward-looking guide to help stakeholders prepare, align resources and engage with LA28's procurement process.

As sourcing events are ready for publication, the LA28 Procurement Team will draft an EOI and publish it on RAMP. This will signal that an event is ready for review and response from interested suppliers. The EOI will include:

Focused Statement of Work (SOW)

- a. Clear, concise description of the procurement need
- b. Minimum qualification requirements
- c. Bid pricing sheets (when applicable)
- d. Instruction on how to respond to the EOI with a PDF
- e. Timeline for the event

Expression of Interest (EOI)

As described above, LA28 develops an EOI to gather information on potential suppliers before down-selecting for an RFQ or RFP. LA28 has intentionally allowed broad access to EOIs without restrictive eligibility or pre-screening by RAMP to ensure that all small and local businesses have a fair shot. As LA28 evaluates these all-inclusive EOI responses, LA28 first screens submissions to ensure they meet the contract-specific, minimum qualifications. This process includes disqualifying non-responsive or non-compliant submissions, ensuring each respondent meets contract-specific requirements (e.g., capabilities, demonstrated experience, insurance, etc.) and validating that the firm can realistically perform the scope.

Second, LA28 competitively evaluates EOI submissions. When doing so, the organization seeks those offering the best fit, exploring any advantages in capabilities, price, quality or speed. This process includes evaluating firms on price; exploring experience depth, demonstrated performance, innovation, capability, approach methodology and alignment with desired outcomes; prioritizing small and local businesses; and using quick-check methods (e.g. reference scans, database lookups or prior contract performance) to explore past performance.

Request for Proposal (RFP)

At the end of the EOI review, LA28 invites selected applicants to participate in an RFQ or RFP process. At the formal RFQ or RFP stage, prioritization of local and small businesses continues through structured evaluation frameworks, customized to the contract. LA28 will evaluate community impact, sustainability, workforce sourcing and local economic participation as part of best-value determinations. Further, where proposals are substantially comparable in price and technical merit, local economic participation will inform final award decisions.

LA28 Sourcing Event process

RAMP LA

1 EOI is Posted
The Expression of Interest (EOI) is posted on RAMP.

2 Suppliers Submit EOI Response
Suppliers respond to the EOI on RAMP.



LA28 PROCUREMENT

3 Down Selection Occurs

4 Suppliers Submit RFP Response
Down selected suppliers are invited to respond to the RFP/RFQ.

5 Suppliers Selection
RFP submissions are analyzed and scored; risk assessment and due diligence occurs. The supplier is selected and awarded the contract.

6 Supplier is Onboarded

PROCUREMENT FORECAST

- The forecast outlines known, planned purchasing categories with approximate timelines across LA28 departments.
- The forecast does not represent a commitment to procure specific goods or services, nor does it guarantee future contracting opportunities.
- The forecast is a forward-looking guide to help stakeholders prepare, align resources, and engage appropriately with LA28's procurement process—it will change as planning needs evolve.





PROCUREMENT FORECAST

Category	NAICS CODES	Goods/Services to be Procured	Estimated Procurement Timing			Estimated Relative Spend
			2026	2027	2028	
Cleaning and Laundry Services	561720, 812320	Dry Cleaning Services		Q3 '27		\$\$
		Housekeeping Services		Q1 '27		\$\$
		Janitorial Services		Q3 '27, Q3 '27		\$\$\$\$
		Laundry Services		Q2 '27	Q2 '28	\$\$\$\$
		Linens		Q2 '27		\$\$\$
Construction and Maintenance	561320, 236220, 541370	Commercial and Office Building Construction Services	Q2 '26	Q3 '27, Q3 '27, Q4 '27		\$\$
		Surveying Services		Q3 '27		\$\$\$
		Trade Labor Services		Q3 '27		\$\$\$
Construction, Sports and Entertainment Event Commodities	532412, 238210, 238290, 238990, 531120, 238220, 532289,	Event Delivery Services	Q3 '26	Q1 '27, Q2 '27		\$\$\$\$
		Fencing	Q3 '26, Q4 '26			\$\$\$\$
		Flooring	Q4 '26			\$\$\$\$
		Lighting Equipment		Q3 '27	Q2 '28	\$\$\$
		Plumbing	Q3 '26			\$\$\$
		Reinstatement and Repair Services		Q3 '27		\$\$\$\$
		Tents, Coverings, and Temporary Structures	Q3 '26, Q4 '26			\$\$\$
		Waste Containers and Accessories	Q4 '26	Q4 '27		\$\$
Construction, Sports and Entertainment Event Services	561730, 238350, 561612	Event Delivery Services	Q3 '26	Q1 '27, Q2 '27		\$\$\$\$
		Landscaping Services		Q2 '27		\$\$\$\$
		Reinstatement and Repair Services		Q3 '27		\$\$\$\$
		Security		Q3 '27		\$\$\$\$
		Carpentry Services		Q3 '27		\$\$\$
		Field of Play Construction Services	Q2 '26	Q3 '27		\$\$\$\$
		Surveying Services		Q3 '27		\$\$\$\$
Consulting Services	54161, 516210, 518210, 541511, 541512, 541519, 541611, 541612, 541613, 541614, 541690	Business and Corporate Management Consultation Services	Q2 '26, Q3 '26	Q2'27, Q3'27	Q3 '28	\$\$\$\$
		Data Consulting	Q3 '26		Q1 '28	\$
		Data Services		Q3 '27		\$\$\$\$
		Human Resource Development	Q3 '26			\$
		Intelligence Services		Q1 '27		\$
		Marketing Services	Q4 '26	Q3 '27		\$\$\$\$
		Operations Consulting	Q4 '26	Q1 '27	Q1 '28	\$\$
		Process and Procedures Management Consultation Services	Q2 '26	Q3 '27, Q3 '27		\$\$\$\$
		Project Management	Q2 '26	Q3 '27, Q3 '27	Q1 '28	\$\$\$\$
		Sales and Business Promotion Activities	Q4 '26			\$\$
		Sales and Marketing Programs		Q3 '27		\$\$\$\$
		Software and IT	Q2 '26, Q3 '26, Q4 '26	Q1 '27, Q2 '27, Q3 '27, Q3	Q2 '28	\$\$\$\$
		Sponsorship Consulting		Q3 '27		\$
		Strategic Planning Consultation Services		Q3 '27		\$\$
Transportation Planning Services	Q2 '26	Q3 '27		\$\$\$\$		
Convention and Trade Show Organizers	813410, 561920, 541511, 561920	Civic Organizations and Associations Meetings	Q3 '26, Q4 '26	Q1 '27, Q2 '27, Q3 '27, Q4 '27	Q1 '28, Q2 '28	\$
		Events Management	Q2 '26, Q3 '26, Q4 '26	Q1 '27, Q2 '27, Q4 '27		\$\$\$\$
		Meeting Facilities		Q3 '27		\$\$\$

Note: This is a projection as of March 2026



PROCUREMENT FORECAST

Category	NAICS CODES	Goods/Services to be Procured	Estimated Procurement Timing			Estimated Relative Spend
			2026	2027	2028	
Energy	2211, 221114, 221115, 238210, 334512	Electrical Design		Q3 '27		\$\$\$\$
		Electrical Utilities	Q4 '26	Q3 '27		\$\$\$\$
		Energy Equipment	Q4 '26			\$\$\$\$
		Renewable Energy	Q3 '26			\$\$\$\$
		Utilities Services		Q3 '27		\$\$\$\$
Engineering Technology Services	541511, 541614	Information Technology Service Delivery		Q3 '27		\$
Fitness and Recreational Sports Centers	423910, 713940	Fitness Equipment		Q4 '27		\$\$
		Recreation Programs	Q3 '26	Q1 '27	Q1 '28, Q3 '28	\$\$\$\$
Food and Beverage	722320, 722330, 722310	Catering Services	Q2 '26, Q3 '26	Q1 '27, Q3 '27	Q1 '28	\$\$\$\$
		Concessions Goods and Services	Q2 '26			\$\$
		Food Commodities	Q3 '26			\$\$
		Snacks			Q3 '28	\$
General Warehousing and Storage	493190	Specialized Warehousing and Storage	Q4 '26			\$\$\$\$
Hazardous Waste Collection	562112	Recycling of Organic Waste	Q4 '26			\$
Health and Safety	423450	Personal Protective Equipment		Q2 '27, Q3 '27		\$
Interior Design Services	541410	Interior Design or Decorating		Q4 '27		\$\$\$\$
Licensing	541430	Style Guides		Q3 '27		\$
Lighting	423610	Lighting Equipment		Q3 '27	Q2 '28	\$
Consumer Goods and Chemicals	325611, 325612, 339940, 322219, 326199, 326140, 321991, 322291	Bath and Body		Q2 '27	Q1 '28	\$
		Cleaning and Janitorial Supplies		Q4 '27		\$\$\$\$
		Desk Supplies			Q3 '28	\$
		Food Service Cups or Mugs	Q2 '26			
		Personal Paper Products		Q2 '27		\$
Electronics, Computers and Instruments	334111, 334220, 334310, 334419, 334511, 334517, 334519	Audio and Video Services	Q3 '26, Q4 '26			\$\$\$\$
		Business, Communication, Technology Equipment and Supplies		Q3 '27, Q4 '27		\$
		Electronic Components and Supplies		Q1 '27		\$
		Global Positioning System GPS Receiver			Q1 '28	\$\$
		IT Hardware and Accessories		Q3 '27, Q3 '27		\$\$\$\$
		Medical Diagnostic Imaging and Nuclear Medicine Products	Q4 '26			\$\$\$\$
		Television Services		Q2 '27, Q3 '27		\$
		Two-way Radios			Q1 '28	\$\$\$\$
		Walk-through Metal Detectors			Q1 '28	\$\$\$\$
X-ray Scanning Equipment			Q1 '28	\$\$\$\$		
Furniture and Fixtures	337910, 33721, 423210	Furniture		Q3 '27		\$
		Mattresses		Q2 '27		\$\$\$\$
		Office Furniture	Q2 '26			\$\$\$\$
Machinery and Industrial Equipment	333997, 333924, 326130,	Machinery and Equipment Rental	Q4 '26			\$\$\$\$
Medical and Surgical Supplies	621498, 339113	Healthcare Centers		Q2 '27, Q3 '27, Q4 '27		\$\$\$\$
Metals and Fabrication	33299, 339950	Security Barriers			Q1 '28	\$\$\$\$
		Signs and Signage	Q4 '26	Q3 '27, Q3 '27		\$\$\$\$

Note: This is a projection as of March 2026

PROCUREMENT FORECAST



Category	NAICS CODES	Goods/Services to be Procured	Estimated Procurement Timing			Estimated Relative Spend
			2026	2027	2028	
Miscellaneous	339910, 339999, 322219, 314999, 333316, 336360, 332439, 326199, 459420	Award Medals		Q3 '27		\$
		Disposable Plates or Bowls	Q2 '26	Q1 '27	Q1 '28	\$\$\$\$
		Flags			Q1 '28	\$
		Identification Cards			Q1 '28, Q2 '28	\$
		Lanyards			Q2 '28	\$
		Seat Covers			Q1 '28	\$\$
		Security Safes				
		Smart Cards			Q1 '28	\$\$
		Waste Containers and Accessories	Q4 '26	Q4 '27		\$
Textiles, Apparel and Footwear	337910, 315990, 316210, 315250, 314120	Sheets		Q1 '27		\$\$
		Sport Uniform		Q3 '27		\$
		Towels		Q1 '27, Q4 '27		\$\$
Marketing, Creative and Media Services	541430, 711510, 541930, 541922, 512110, 512191, 512240, 541810, 541820, 541830, 541840, 541850, 541860, 541870, 541890, 541613, 541910, 518210, 541511, 541512, 541519, 323111, 323113, 323120, 561920, 711410	Advertising Agency Services	Q2 '26	Q3 '27		\$\$\$\$
		Art Painting Services	Q4 '26			\$
		Conferences	Q3 '26			\$
		Editorial and Support Services	Q3 '26			\$\$\$\$
		Film and Video Production Services				\$\$\$\$
		Gifting		Q3 '27		\$\$
		Graphic Design Services	Q3 '26			\$\$\$\$
		Internet or Intranet Client Application Development Services	Q3 '26	Q3 '27, Q4 '27		\$\$\$\$
		Market Research	Q2 '26, Q3 '26			\$\$\$\$
		Media Agency		Q3 '27		\$\$\$
		Media Relations and Advisory Service		Q3 '27		\$\$\$
		Music Recording Services		Q4 '27		\$
		Public Opinion Polling	Q4 '26			\$
		Public Relations and Communications Services	Q3 '26	Q1 '27	Q1 '28	\$\$
		Sponsorship of Event or Celebrity		Q3 '27		\$\$\$\$
		Studio Photography Services and Still Photographs		Q3 '27		\$
		Video Production Services		Q3 '27		\$
Writing and Translation Services		Q1 '27		\$		
Medical	424210, 541380, 622110, 612498	Doping Kits and Testing Services			Q1 '28, Q2 '28, Q2 '28	\$\$\$\$
		Emergency or Surgical Hospital Services	Q4 '26			\$\$\$\$
Miscellaneous Retail and Services	48811, 813219, 561990, 238990, 459420, 921190, 541490	Airport Operations	Q3 '26, Q4 '26	Q3 '27		\$\$\$\$
		Charity Organizations		Q3 '27		\$\$
		Fence Installation and Repair Service			Q1 '28	\$\$\$
		Public Administration Services		Q3 '27		\$\$\$\$
Petroleum Refineries (Fuel Supply)	324110	Fuels	Q4 '26	Q2 '27		\$\$\$\$
Professional and Management Development Training	611430, 611699	Management Education and Training Services	Q3 '26	Q3 '27		\$
		Training and Education Development Services		Q2 '27		\$
Real Estate	5311	Property Rental and Leases	Q2 '26			\$\$\$\$

Note: This is a projection as of March 2026



PROCUREMENT FORECAST

Category	NAICS CODES	Goods/Services to be Procured	Estimated Procurement Timing			Estimated Relative Spend
			2026	2027	2028	
Security Guards and Patrol Services	561612	Physical Security Guard Services	Q2 '26	Q4 '27	Q1 '28	\$\$\$\$
		Security Dog Services			Q1 '28	\$\$
Septic Tank and Related Services	562219, 562991	Non-hazardous Waste Disposal	Q4 '26			\$
		Refuse Collection and Disposal		Q3 '27		\$\$\$\$
Sport Equipment	423910	Badminton Sport Equipment and Accessories	Q2 '26	Q2 '27		\$\$
		Baseball Sport Equipment and Accessories			Q2 '28	\$\$
		Basketball Sport Equipment and Accessories		Q2 '27	Q2 '28	\$\$\$\$
		Boating Sport Equipment and Accessories		Q2 '27		\$\$\$\$
		Boccia Sport Equipment and Accessories				\$
		Boxing Sport Equipment and Accessories		Q2 '27		\$
		Climbing Sport Equipment and Accessories		Q2 '27		\$\$
		Cycle Sport Equipment and Accessories		Q2 '27	Q1 '28, Q2 '28	\$\$
		Diving Instruments and Accessories		Q2 '27		\$\$
		Equestrian Sport Equipment and Accessories		Q2 '27		\$\$\$\$
		Fencing Sport Equipment and Accessories		Q2 '27		\$
		Football Sport Equipment and Accessories		Q2 '27	Q1 '28, Q2 '28	\$\$
		Goalball Sport Equipment and Accessories		Q2 '27		\$
		Golf Sport Equipment and Accessories		Q2 '27		\$\$
		Gymnastics Sport Equipment and Accessories	Q2 '26			\$\$\$\$
		Handball Sport Equipment and Accessories			Q2 '28	\$\$
		Hockey Sport Equipment and Accessories		Q2 '27		\$\$\$
		Marathon Sport Equipment and Accessories		Q2 '27	Q1 '28	\$
		Racquet and Court Sport Equipment and Accessories		Q2 '27	Q2 '28	\$\$\$
		Rugby Sport Equipment and Accessories		Q2 '27	Q2 '28	\$
		Skateboard Sport Equipment and Accessories			Q1 '28	\$
		Sport Mats and Padding		Q2 '27		\$\$
		Sport Shooting Equipment and Accessories		Q2 '27	Q2 '28	\$
		Surf and Swim Equipment and Accessories		Q2 '27		\$
		Swimming Sport Equipment and Accessories		Q2 '27	Q2 '28	\$
		Table Games Sport Equipment and Accessories		Q2 '27		\$\$
		Track and Field Sport Equipment and Accessories			Q1 '28	\$\$\$
		Triathlon Sport Equipment and Accessories				\$
		Volleyball Sport Equipment and Accessories		Q2 '27	Q2 '28	\$\$
		Weight Training Sport Equipment and Accessories		Q2 '27		\$\$
		Miscellaneous Sport Equipment	Q2 '26	Q4 '27		\$
		Staffing, Recruiting and Contact Center Services	541810, 561421, 541612, 611430, 561320	Call Center Bureau Services		Q3 '27
Temporary Personnel Services	Q4 '26			Q3 '27, Q3 '27	Q2 '28	\$\$\$\$
Sustainability	541370, 813219, 562920, 541620	Environmental Protection	Q2 '26			\$
		Sustainability Consulting	Q2 '26, Q3 '26, Q4 '26	Q1 '27, Q2 '27		\$\$\$

Note: This is a projection as of March 2026

PROCUREMENT FORECAST



Category	NAICS CODES	Goods/Services to be Procured	Estimated Procurement Timing			Estimated Relative Spend	
			2026	2027	2028		
Technology / IT Services and Equipment	334111, 334310, 423430, 518210, 519290, 541330, 541511, 541512, 541513, 541519, 561621	Application Implementation Services		Q3 '27		\$	
		Computer and Peripheral Equipment		Q3 '27		\$\$\$\$	
		Electronic Publications and Information Services			Q2 '27		\$
		Other Computer Related Services			Q3 '27		\$
		Software or Hardware Engineering Services			Q3 '27		\$\$\$
		System Management Services			Q3 '27		\$\$\$
		Video Conferencing Devices			Q3 '27		\$\$\$
		Website Operation and Host Services		Q3 '26			\$\$\$\$
Translation and Interpretation Services	541930	In - person Language Interpretation Services		Q1 '27, Q2 '27	Q1 '28	\$\$\$	
Transportation and Logistics Services	485510, 541690, 488490, 481211, 492110, 484210, 485310, 8451, 561990, 488510, 493110, 532120	Fleet Management Services	Q2 '26, Q3 '26			\$\$\$\$	
		Helicopter Services				\$	
		Moving and Relocation Services	Q3 '26	Q3 '27 Q4 '27		\$\$\$\$	
		Public Transit Services		Q3 '27		\$\$\$\$	
		Taxicab Services			Q1 '28	\$\$\$\$	
		Traffic Control		Q3 '27		\$\$\$\$	
		International Freight Forwarding and Customs Handling			Q2 '27		\$
		Transportation Storage Service	Q3 '26			\$\$\$\$	
Vehicle Rental or Leasing Services		Q2 '27	Q2 '28	\$\$\$			
Travel and Lodging	5615, 481111, 541511, 721110, 721310, 812910	Hospitality Services	Q3 '26	Q3 '27	Q1 '28	\$	
		Travel Facilitation		Q1 '27		\$	
Veterinary	541940	Veterinary Services and Materials		Q3 '27		\$\$\$	
Wireless Telecommunications Carriers	517112	Mobile Communications Services		Q3 '27		\$\$\$\$	

