

MULTIPLE AWARD TASK ORDER CONTRACT
BETWEEN THE CITY OF LOS ANGELES AND ANSER ADVISORY MANAGEMENT, LLC
FOR
PROGRAM SERVICES

This **MULTIPLE AWARD TASK ORDER CONTRACT** (the “Contract”), made and entered into this _____ day of _____, 2024 (hereinafter referred to as “Contract Effective Date”), by and between (a) the CITY OF LOS ANGELES, a municipal corporation and Charter City (hereinafter referred to as “City”), acting by order of and through its Board of Airport Commissioners (hereinafter referred to as “Board”) of the Department of Airports (hereinafter referred to as Los Angeles World Airports or “LAWA”), and (b) **ANSER ADVISORY MANAGEMENT, LLC.**, (hereinafter referred to as “Consultant” and, together with the City acting by and through LAWA, collectively the “Parties” and individually each a “Party”).

RECITALS

- A. **WHEREAS**, LAWA identified the need to and benefit of securing the services of consultants to perform on-call task order based program professional services for projects at Los Angeles International Airport, Van Nuys Airport and LAWA’s land holdings in Palmdale, California (collectively, the “LAWA Airports and Properties”); and
- B. **WHEREAS**, LAWA authorized the issuance of a Request for Qualifications for Multiple Award Task Order Contracts (MATOCs) for Program Services on July 11, 2023 (as amended by addenda, the “RFQ”) to select consultants to provide such Services; and
- C. **WHEREAS**, in response to said RFQ, Consultant submitted a statement of qualifications, excerpts of which are attached as Exhibit 4 to incorporate commitments made by the consultant in its SOQ submission (the “SOQ Extracts”); and
- D. **WHEREAS**, pursuant to the process set forth in the RFQ, LAWA selected the Consultant as a “Pre-Qualified Applicant”; and
- E. **WHEREAS**, on the basis of such selection the Board has now authorized the award of this Contract to Consultant; and
- F. **WHEREAS**, this Contract sets out the terms and conditions pursuant to which the Consultant may perform Services from time to time pursuant to separate Task Orders (as defined below) to be separately awarded by LAWA.

NOW THEREFORE, in consideration of the promises, and of the terms, covenants and conditions hereinafter contained to be kept and performed by the Parties hereto, **IT IS MUTUALLY AGREED AS FOLLOWS:**

1. **Nature of Agreement.**
2. **Entire and Integrated Contract.**

It is expressly understood and agreed by the Parties that:

- a. the following documents are incorporated into and made a material part of this Contract as though fully set forth herein: each “Exhibit” and “Attachment” hereto, including as Exhibit 4 the excerpts of commitments made by Consultant in its SOQ submitted in response to the RFQ; the Administrative Requirements; the RFQ including its addenda; any Task Order(s) issued by LAWA to Consultant pursuant to this Contract, including any negotiated terms or costs for such Task Orders; and any related Request for Task Order Proposals (“RFTOPs”) or documents making up a direct solicitation package (together, the “Contract Documents”);
- b. this Contract, is comprised of this document and the other Contract Documents, which include, the Exhibits and Attachments referenced and incorporated hereto, and all other materials referenced herein. Together the Contract and Contract Documents constitute:
 - i. the entire agreement between the Parties hereto and supersedes any and all prior written or oral agreements between them concerning the subject matter contained herein; and
 - ii. constitutes a single, non-severable, integrated agreement whose terms are interdependent and non-divisible.

2.2. **Non-Exclusive Contract.**

- a. The Consultant acknowledges that: this is a non-exclusive Contract and LAWA is only obligated to Consultant for the scope of Services and the amount of Consultant’s compensation for same authorized within any given executed Task Order and any duly executed Amendment thereto;
- b. that, under the terms of the RFQ, LAWA has entered or shall enter into one or more additional contracts (“Parallel MATOC Contracts”) in equivalent form with other contractors; and
- c. this Contract does not commit LAWA to any particular outcome with respect to any future RFTOP and/or directed solicitation for Task Orders including any commitment to issue any RFTOP or directed solicitation or subsequently award any Task Order to the Consultant.

3. **Term of Contract.**

Unless terminated early, the term of this Contract shall be for a period of **five (5) years** commencing upon the Contract Effective Date provided that LAWA may, in its discretion, extend the term for up to **two (2) sequential one-year periods** in each case by providing the Consultant written notice prior to the then otherwise anticipated expiration date.

4. Services to be Performed by Consultant.

4.1. Scope of Services

- a. The scope of services which LAWA may require the Consultant to perform under the terms of any Task Order(s) in accordance with Section 5 are set out in Exhibit 3 (the "Services").
- b. All Services shall be assigned to Consultant by written Task Order(s) issued by LAWA and as may be further described in the Contract Documents. Consultant is authorized to perform only the Services outlined in such Task Order(s). Consultant is not authorized to, and shall not perform, any Services unless and until specifically authorized under the terms of any Task Order(s).
- c. Should Consultant perform any Services outside of those that are specifically authorized in any Task Order(s), Consultant does so at its own risk and expense, and LAWA shall not be obligated to compensate Consultant for such additional services.

4.2. Incidental Work.

- a. It is expressly understood and agreed that Consultant shall perform all ancillary, collateral, and incidental work required to complete the Services in accordance with this Contract and all applicable law as described by Task Order(s), including work for which no specific proposal item(s) was/were included, and/or including work which is required to furnish final, finished and detailed Services consistent with and fulfilling the requirements of the Contract Documents, and/or costs for home office and other administrative personnel for whom a specific position description and common rate is not provided in Exhibit 1, except as otherwise agreed by LAWA in a subsequent Task Order.
- b. All such incidental work shall not be considered extra work for which additional compensation can be claimed by Consultant. Such incidental work is presumed to be included in the fully burdened hourly common rates set forth in Exhibit 1 and within any other amount agreed expressly.

4.3. Deliverables.

In its performance of the Services, the Consultant agrees to provide any deliverables defined in specific Task Order(s) issued pursuant to this Contract, which are otherwise reasonably necessary to complete the Task Order-defined Services, and as may be further described in the Contract Documents.

4.4. Standards for Performance of Services.

- a. Consultant agrees to perform all Services in strict compliance with the Contract Documents, law, and the Standard of Care, for which purposes:
 - i. the “Standard of Care” refers to the generally accepted professional standards of a specialist which provides professional services for major international airports in the United States of America of the type, scope, quality, and complexity described in the Contract Documents; and
 - ii. the obligation to comply with law shall include compliance with all applicable local, State, and Federal laws, rules and regulations, of any and all City, State and Federal agencies, including, the Federal Aviation Administration (FAA), Transportation Security Administration (TSA), the United States Department of Transportation (DOT), which may have jurisdiction over, or be concerned with, the programming and planning of Services and/or project tasks.
- b. Further, Consultant agrees to cooperate fully with LAWA and the City in their efforts to comply with the Americans With Disabilities Act of 1990 and any amendments thereto, or successor statutes. Should Consultant fail to comply with this Section, then LAWA shall have the right, but not the obligation, to perform, or have performed, whatever work is necessary to achieve equal access compliance. Consultant shall then be required to reimburse LAWA, or LAWA shall exercise its right to withhold from a future payment due and owing to Consultant the actual cost of achieving compliance, plus a fifteen percent (15%) administrative charge.
- c. Consultant shall provide for quality control and quality assurance of the Services, including to ensure compliance of such Services with all Contract Document terms and conditions.
- d. Consultant shall be solely responsible for any and all damages caused, and/or penalties levied, as the result of Consultant’s noncompliance with the foregoing obligations under this Section.
- e. Consultant shall work with LAWA in resolving any conflicting legal authorities, provided that to the extent resolution of conflicts is not possible, LAWA’s determination shall be final and binding.

5. Task Orders.

5.1. Retention of Services by Task Order

- a. Any Services to be provided by Consultant shall only be performed pursuant to written directives from LAWA to the Consultant (each, a “Task Order”) that provide a detailed description of either the specific Services or tasks to be performed, the personnel to be assigned, the time frame for the subject Services to be performed, the not-to-exceed amount Consultant shall be compensated for

such Services, and any estimated expenses, together with such other terms and conditions as LAWA may require.

- b. Task Orders and any and all amendments to Task Orders shall be in writing and signed by LAWA and the Consultant.
- c. Task Orders shall be competitively awarded by LAWA under the terms of a RFTOP or otherwise awarded through direct solicitations, in either case with the method of solicitation to be determined by LAWA. Consultant shall provide a complete detailed proposal with respect to each Task Order under the terms of any RFTOP or direct solicitation. LAWA reserves the right to reject any or all bids or proposals received in response to any RFTOP or other direct solicitation as it may determine in its sole discretion.
- d. The sharing of information regarding any RFTOP or other direct solicitation, or the performance of services under any Task Order, between or among the Consultant and consultants under any Parallel MATOC Contract, and the engagement in collusion between or among such parties, remains strictly prohibited.
- e. When LAWA elects to have a defined scope of Services performed pursuant to this Contract, LAWA may notify, in its own discretion, one or more consultants prequalified by the RFQ process, in writing, by sending them a RFTOP.
- f. LAWA reserves the right to deem the Consultant ineligible to participate in a RFTOP or to be awarded any Task Order if LAWA determines, in its sole discretion, that an actual or perceived conflict of interest exists or may exist with respect to other work the Consultant is performing or has performed at the Airports.

5.2. Professional Services and Common Rates

- a. LAWA has identified all-inclusive common rates for personnel that shall be used under this Contract and each Parallel MATOC Contract in the negotiation of the fee for any Task Orders issued following any future direct solicitation and/or RFTOP. The applicable common rate for each position is set forth in Exhibit 1. Personnel shall be assigned to the highest position description and common rate for which they are qualified that most directly corresponds to the work to be performed by such individual under the relevant Task Order. Equivalent experience may substitute for specific educational requirements on a case by case basis as determined in LAWA's discretion. Provisions on allowable reimbursable costs are set forth in Exhibit 2.
- b. By executing this Contract the Consultant reiterates its acknowledgment and agreement to the use of such common rates in this manner under the terms of the SOQ Cover Letter, and further agrees that any effort to revoke such agreement shall result in it being ineligible for Task Order award and may constitute an event of default.

- c. In all cases Consultant and any of its sub-consultants shall be responsible for, and cannot seek reimbursement for, all costs associated with badging, escorting and obtaining airfield access associated with the Services to be performed pursuant to the Contract.

5.3. Changes to Scope of Services, Task Orders or Project Schedule

- a. Changes to the scope of Services, Task Order or project schedule shall only be valid if memorialized by a written Task Order amendment signed by the Parties and issued by LAWA (“Amendment”) in accordance with Section 37.4.
- b. LAWA may request changes to the scope of Services required by a Task Order(s) upon issuance of a written notice to Consultant in accordance with this Section (a “Change Notice”). The Consultant shall within ten (10) days after receipt of such Change Notice, notify LAWA in writing of any impact of the Change Notice on either time or compensation, provided that claims for changes in compensation shall be calculated in accordance with Section 7 and Exhibit 2 with respect to costs which it is otherwise already permitted to claim for the performance of Services. Upon agreement between LAWA and the Consultant as to the extent of such impacts on time and compensation, not to be unreasonably withheld or delayed by the Consultant, an Amendment shall be executed by the Parties modifying the subject Task Order accordingly. Execution of the Amendment by both Parties shall constitute the Consultant’s notice to proceed with the changes memorialized by the Amendment.
- c. The Consultant shall be liable for all costs resulting from any change (howsoever described) in the scope of Services under any existing Task Order not properly ordered under the terms of a written Amendment issued in accordance with this Section and signed by LAWA. Furthermore, Consultant shall not be compensated for Services performed pursuant to an Amendment unless the Amendment and the related costs were agreed to by LAWA in writing in advance of Consultant performing such Services.

6. Completion of Consultant’s Services.

6.1. Time is of the Essence.

- a. It is understood and agreed that time is of the essence in the performance of the Services, and the phases within which the Services are to be performed, under this Contract. The Services and any defined deliverables shall be completed and delivered to LAWA in a prompt and timely fashion so as to permit the effective review and employment of the deliverables by LAWA during and throughout the performance of the Services.
- b. The time during which Consultant is delayed in the performance of Services by the acts or neglect of LAWA, LAWA’s employees or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; or by acts of God, which Consultant could not

reasonably have foreseen and provided for, and which are not caused by, or the continuance of which are not due to, any fault or negligence on the part of Consultant, shall be added to the applicable period for completion of Consultant's Services under this Contract.

6.2. Force Majeure Events.

- a. If the performance by the Consultant of the Services is prevented or delayed due to the occurrence of any event or circumstance beyond its reasonable control, to the extent such could not have been avoided or mitigated by the exercise of due diligence, and which could not have been expected or taken into account as of the Contract Effective Date, including, the acts or neglect of LAWA, LAWA's employees, or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; by pandemics and epidemics (including COVID-19, but excluding those impacts of COVID-19 that are in effect as of the Contract Effective Date); lockouts; failures of power; acts of God; tornados; hurricanes; earthquakes; acts of public enemies; terrorism; riots; insurrection; civil commotion; inability to obtain labor or materials or reasonable substitutes for either; fire; or similar cause, in each case excluding any event or circumstance arising from any fault of the Consultant, the Consultant shall notify LAWA of such event or circumstance.
- b. Following such notice, the Consultant's nonperformance shall be excused during the period of prevention or delay, and any affected deadlines shall be extended by an equivalent period, subject to compliance with the following mitigation obligations and provided that in no case shall the term under Section 3 be extended as a result of any such event or circumstance. In no case shall LAWA be liable to Consultant for any damages or other cost or expense on account of any such event or circumstance.
- c. When affected by any such event or circumstance, the Consultant shall exercise commercially reasonable efforts to overcome the impediment to performance.
- d. Notwithstanding the foregoing, the Consultant shall not be excused from any obligations that by their nature can continue during the occurrence and continuance of such event or circumstance.

7. Payment.

7.1. Payment for Services.

- a. The Consultant shall be compensated according to the Task Order and the guidelines established by the Contract Documents for the Services provided.
- b. For all Services rendered under this Contract and all reimbursable costs allowed under this Contract LAWA shall calculate payments to the Consultant in accordance with the Task Order(s) as such shall include the fully burdened hourly common rates set forth in Exhibit 1 and the cost reimbursables set forth in Exhibit 2, on either (1) a mutually agreed-upon lump sum basis, (2) a direct time

and material basis, or (3) a fixed fee basis, in each case as elected by LAWA and memorialized in a not-to-exceed Task Order.

- c. LAWA, in its sole discretion and as deemed necessary, may by notice to the Consultant (including, in its sole discretion, in response to a written and justified Consultant request) add positions to the list in Exhibit 1, adjust the common rates based on market conditions, indicating corresponding fully burdened hourly rates for such additional positions to be taken into account under the terms of any RFTOP, direct solicitation, or Task Order. Any such addition(s) of positions shall not entitle Consultant to claim any change to any not-to-exceed total sum as indicated above. This Section is not intended to be utilized to provide for individualized rates in excess of the common rates for which a reasonably equivalent position description is already provided.

7.2. Not to Exceed Amount.

For all Services rendered under this Contract, and all reimbursable costs allowed under the Contract incurred by Consultant pursuant to this Contract under all Task Orders, the total compensation to be paid to the Consultant, together with such amounts paid or payable by LAWA to other consultants under the terms of any Parallel MATOC Contracts, shall not exceed the total sum of **nine hundred fifty million Dollars (\$950,000,000)**.

7.3. Requests for Payment.

- a. If Consultant is performing Services under a Task Order and entitled to compensation, the Consultant shall submit requests for payment (each a "Request for Payment") on a monthly basis, or as directed by LAWA, for Services completed during the billing period.
- b. Consultant is obligated to collect monthly invoices from its sub-consultants and include the same in its monthly Request for Payment to ensure its sub-consultants are paid timely and in accordance with Section 7.4 below.
- c. The Parties agree that time is of the essence in the submission of any Request for Payment, inclusive of any charge or invoice, and agree that, as a condition precedent to Consultant's right to payment, Consultant shall submit any charge, invoice or Request for Payment no later than one hundred twenty (120) days from the last date of service for which payment is sought. The Parties agree that Consultant waives its right to payment for any charge, invoice, or Request for Payment submitted more than one hundred twenty (120) days from the last date of service for which payment is sought.
- d. Each Request for Payment will:
 - i. contain documentation to support payment as required by LAWA, which documentation shall include invoices for cost reimbursables under Exhibit 2, applicable personnel time sheets, identification of the scope of

Services completed, billing by position, and the applicable billing rates reflecting those required under Exhibit 1;

- ii. include relevant sub-consultant(s) invoices together with documentation that summarizes the Consultant's utilization of Small/Minority/Women/Disadvantaged Businesses via reporting software to be determined by LAWA;
 - iii. contain a cumulative total of all monthly billings, costs broken down per Task Order, Task Order authorization amount, the monthly billing applicable to each Task Order, and a cumulative total applicable to each Task Order;
 - iv. if specifically requested by LAWA, include all pertinent timesheets for Consultant and for all sub-consultants that relate to such monthly invoice;
 - v. otherwise be in accordance with Exhibit 2, "Cost Reimbursable Exhibit;"; and
 - vi. will be certified by a duly authorized and knowledgeable officer of the Consultant in a certification containing the following statement: "I certify, under penalty of perjury, under the laws of the State of California, that to the best of my knowledge and belief, the above bill/invoice is just, true and correct according to the terms of this Contract, and that payment therefore has not been received."
- e. LAWA reserves the right to require use of specific billing templates supplied by LAWA and to require additional documentation and substantiation regarding any Request for Payment in either case if LAWA considers such additional documentation and substantiation to be in the best interest of LAWA.
 - f. A failure to comply with the foregoing, including to submit any documentation with the Request for Payment and via reporting software as determined by LAWA, shall result in remedies and/or sanctions as LAWA, or applicable law, deems appropriate, and a delay in processing the Requests for Payment.
 - g. Consultant shall perform thorough Quality Assurance (QA)/Quality Control (QC) of each Request for Payment prior to submitting the same to LAWA.
 - h. LAWA shall process the Request for Payment, following LAWA's normal procedure, upon approval of said request by LAWA which shall be paid to Consultant within thirty (30) days of LAWA's receipt and approval of a satisfactory invoice, subject to the following:
 - i. Any errors discovered in the Consultant's invoicing by LAWA shall be brought to the Consultant's attention during the review cycle and the Consultant shall be given a period of time, determined by LAWA in its discretion (of approximately two (2) to three (3) days) to correct any issues or provide adequate level of support documentation in order to keep the Request for Payment in process. Should the correction not be

made in the time specified, the charges shall be removed and the invoices short paid. Should the charges be supported after the deadline, they may be resubmitted in a subsequent Request for Payment for consideration; however, if deemed in error or unallowable a second time, the Consultant waives its right to payment for the affected charges.

- ii. LAWA shall not be required to make payments for Services not yet performed, nor for Services deemed unsatisfactory by LAWA, or not performed in accordance with the Standard of Care or otherwise in compliance with the Contract Documents. The Parties agree that LAWA shall make the final determination as to when Consultant's Services, or any part thereof, have been satisfactorily performed or completed to justify release of any given payment to Consultant under the Contract.
- iii. Consultant shall maintain, in a form subject to audit, and in accordance with generally accepted accounting principles, backup documentation to support all entries in each Request for Payment which documentation shall be made available to LAWA, and to its duly authorized representative(s), upon request by LAWA.

7.4. Prompt Payment to Sub-consultants.

- a. Consultant agrees to pay each sub-consultant under this Contract, and require the same of its sub-consultants, not later than seven (7) days after receipt of each payment, the respective amounts allowed the Consultant on account of the work performed by the sub-consultants, to the extent of each sub-consultant's interest therein pursuant to the California Business and Professions Code Section 7108.5.
- b. In the event that there is a good faith dispute over all or any portion of the amount due on a payment from the Consultant to a sub-consultant or from a sub-consultant to a sub-consultant, the Consultant or sub-consultant may withhold no more than one hundred fifty percent (150%) of the disputed amount. Consultant shall include this provision in all contracts with sub-consultants.

7.5. Set-off.

LAWA shall have the right to retain, out of any payment otherwise due to Consultant under this Contract and any Task Order, an amount sufficient to satisfy any amount due and owing to LAWA from Consultant under this Contract and any Task Order, including in connection with indemnification. Prior to withholding any amounts in dispute, LAWA shall use reasonable efforts to provide Consultant with a notice indicating the specific amounts LAWA intends to withhold and the reasons and contractual basis for the withholding.

8. Project Records and Audits.

8.1. Obligation to Keep and Maintain Records.

- a. Consultant shall create, maintain, and retain full and complete “records”, including, but not limited to, books, documents, accounting procedures and practices, and other data, papers, databases, files, and other documentation of information, regardless of type and regardless of whether such items are in written form, in the form of computer data, or in any other form, relating to Services and the Consultant’s performance of its obligations under the Contract Documents and each sub-consultant’s performance under any subcontract to which it is a party. Such records shall be maintained until at least four (4) years following the end of the term or if later, following the latest of final payment on, final termination settlement of, or final dispute resolution of, this Contract.
- b. In addition, Consultant shall use an electronic document management system approved or provided by LAWA in its discretion for such project records.

8.2. Inspections and Audits.

- a. LAWA personnel shall have the right to enter Consultant’s work locations from time to time with reasonable prior written notice and subject to safety and health protocols.
- b. Consultant shall provide LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, with access to such records at location(s) in the City during normal business hours (and, upon reasonable request, at times outside normal business hours) and to the extent possible on a 24/7 basis through remote access, for any lawful or contractually permitted purpose including audits, examinations, excerpts and transcriptions.
- c. Consultant shall at all times otherwise cooperate and coordinate with LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, when such are performing oversight and conducting inspections during the performance of the Services, including by attending meetings, providing personnel to participate in working groups, and responding to requests for information.

8.3. Audit Results.

- a. To the extent that an audit by the City, City’s independent auditors, LAWA consultant, or their designees, or any other authority with jurisdiction, discloses excess charges inaccurately or improperly invoiced or allocated to this Contract by the Consultant or its sub-consultants, Consultant agrees to remit the amount of the overpayment to LAWA upon demand.
- b. If such audit discloses an overcharge of two percent (2%) or more of the total amount invoiced to LAWA for any year audited, and such audit is correct,

Consultant shall pay the actual cost of such audit, which cost, in the case of audits conducted by City's or LAWA's auditors or City or LAWA using in-house staff, shall be computed on the basis of two (2) times the direct payroll of the audit staff completing the audit and audit report.

- c. Should audit disclose an underpayment to Consultant, LAWA shall promptly remit the amount of the underpayment to the Consultant. The foregoing obligations to pay in the event of an overcharge do not apply to errors discovered in the processing of Requests for Payment in the ordinary course of business or to adjustments in the Consultant's applicable common rate in Exhibit 1. Consultant shall include, in any and all sub-consultant agreements under this Contract that exceed One Hundred Thousand Dollars (\$100,000.00), a provision setting forth the record retention requirements specified in this paragraph.

9. Personnel and Subcontracting.

9.1. Personnel Generally.

- a. All Consultant's personnel to be assigned to provide Services pursuant to this Contract shall be authorized to perform Services through the use of a written Task Order.
- b. Consultant shall ensure that all Services shall be performed and, as applicable, supervised by personnel who are professionally and technically qualified to, who are authorized under State and local law to, and who hold all necessary registrations, permits, approvals, and licenses to, perform or supervise the relevant part Services pursuant to this Contract.
- c. Subject to compliance with law, LAWA reserves the right to require Consultant to remove from the work any personnel, including Key Personnel, for any reason given in writing.
- d. Upon such notice, Consultant shall promptly remove and replace, or ensure the removal and replacement, of such Person.

9.2. Key Personnel.

- a. Subject to the following, and excepting any periods in which a position is temporarily vacated due to retirement, death, disability, incapacity, or termination of employment, Consultant shall ensure that all Key Personnel are at all relevant times occupying the role and performing the function of their position in each case as required by or set out in Exhibit 1 and any other relevant provisions of this Contract. Consultant shall provide one of each Key Personnel identified as being applicable the scope category (or categories) included in the Consultant's scope of Services under this Contract.
- b. Consultant shall promptly fill any vacant Key Personnel position. Consultant shall not remove and/or replace any of the Key Personnel (including through an appointment to a vacant position) without LAWA's prior approval, provided that Consultant may, as required by Law, terminate, suspend or limit the duties of any

Key Personnel individual (and, promptly thereafter, notify LAWA of such action and its proposed replacement).

9.3. Subcontracting

- a. Consultant shall direct, coordinate, and control the activities of all subcontractors and sub-consultants with respect to the Services. The subcontracting, including through arrangements with sub-consultants, of all or any part of the Services by Consultant shall not relieve Consultant from any of the obligations or conditions of this Contract. As between the Parties, Consultant shall be solely responsible for the selection, pricing, scheduling, and performance of all subcontractors and sub-consultants (in each case of every tier), and for the performance, non-performance, acts, defaults, omissions, breaches, and negligence of the same, as fully as if any such performance, non-performance, acts, defaults, omissions, breaches, or negligence were those of Consultant.
- b. Nothing contained in the Contract shall create any contractual relationship between LAWA and any subcontractor or sub-consultant.
- c. The Parties acknowledge and agree that, as of the Contract Effective Date, Consultant has entered into the following subcontracts and sub-consultant agreements with the following subcontractors and sub-consultants, including as such were "Members" (as such term is defined in the RFQ) identified in its SOQ:
 - i. 3QC In
 - ii. A1 Management & Inspection Inc.
 - iii. Casamar Group, LLC
 - iv. Chrysalis Global Aviation
 - v. Geomatics
 - vi. Converse Consultants
 - vii. CTI Environmental
 - viii. Gresham Smith
 - ix. Live & Faith Consulting
 - x. Leighton Consulting, Inc
 - xi. Monument ROW
 - xii. O2EPCM, Inc dba O2 Engineering and CM
 - xiii. PMCS Group, Inc
 - xiv. Psomas
 - xv. Redwood Resources
 - xvi. SSC Inc

- xvii. Nexus AEC LLC dba Titan AEC
 - xviii. Triunity, Inc
 - xix. Watearth, Inc
 - xx. WEFAS Architecture
 - xxi. ZT Consulting Group, Inc
- d. Consultant shall not without prior LAWA approval make or permit any assignment, transfer, change, or replacement of any of the foregoing identified subcontractors and sub-consultants, or of any other subcontractors or sub-consultants separately identified by Consultant and approved by LAWA in connection with a Task Order.
- e. Consultant shall solicit bids and proposals from subcontractors and sub-consultants to perform Services under any future Task Order, at a minimum, to the extent such Services must be competitively bid in order to comply with the law.
- f. In accordance with California Public Contract Code Section 6109(a), Consultant shall not perform Services with any subcontractor or sub-consultant who is ineligible to perform work on a public works project pursuant to California Labor Code Section 1777.1 or Section 1777.7. In accordance with California Public Contract Code Section 6109(b), any contract on a public works project entered into between Consultant and a debarred subcontractor or sub-consultant is void as a matter of law. A debarred subcontractor or sub-consultant may not receive any public money for performing work as a subcontractor or sub-consultant on a public works contract, and any public money that may have been paid to a debarred subcontractor or sub-consultant by Consultant shall be returned to LAWA. Consultant shall be responsible for the payment of wages to workers of a debarred subcontractor or sub-consultant who has been allowed to perform Services. LAWA shall strictly comply with the applicable law and shall act on information related to any debarred subcontractor or sub-consultant in accordance with law.

9.4. Subcontracting Terms and Records

- a. Each subcontract and sub-consultant agreement shall incorporate all terms and provisions that this Contract or law require to be expressly incorporated in such subcontract and sub-consultant agreement, or that are otherwise necessary for Consultant to comply with its obligations under this Contract. In addition, no Subcontract shall contain terms that are contrary to or inconsistent with this Contract.
- b. Consultant shall maintain records of all subcontracts and sub-consultant agreements to which Consultant is a party and will, upon LAWA request, provide

LAWA with a list describing all subcontracts and sub-consultant agreements and a copy of any such subcontracts and sub-consultant agreements.

10. General Insurance Provisions.

10.1. Primary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract, the following types of insurance in amounts specified in the Special Insurance Provisions included in Exhibit 7 and incorporated herein by reference:

10.1.1. Workers' Compensation and Employer's Liability Insurance.

Consultant shall maintain Workers' Compensation insurance as required by the State of California including coverage for Employer's Liability with limits per accident, employee, and disease.

10.1.2. Commercial General Liability Insurance.

- a. Consultant shall maintain Commercial General Liability (CGL) providing coverage for bodily injury, property damage, and personal and advertising injury through any combination of primary and excess or umbrella liability insurance policies with annual reinstatement of the general aggregate limit at each policy period renewal. The CGL shall include broad contractual liability.
- b. The CGL insurance must be written on an ISO occurrence form CG 00 01 or substitute forms providing equivalent coverage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Coverage shall apply for both ongoing and completed operations on a form acceptable to LAWA. Coverage shall be provided to LAWA for liability and any damage to property and injury or death of persons, unless caused by LAWA'S sole or active negligence or willful misconduct.
- c. For construction contracts, completed operations coverage must be in place for the entire California State Statute of Repose which is currently ten (10) years. The liability insurance requirements as noted in Exhibit 7 can be met through a Contractor Controlled Insurance Program (CCIP), however, LAWA reserves the right to review and approve the program prior to starting work.

10.1.3. Commercial Automobile Insurance.

Consultant shall maintain Commercial Auto Insurance written on ISO form CA 00 01 (or substitute form providing equivalent liability coverage). Such insurance shall cover liability arising out of any auto (including owned, hired, and non-owned autos) and may be satisfied by a combination of primary and excess and/or umbrella policies. Insurance limits will vary depending on Consultant's access to Air Operations Area "AOA". All excess or umbrella policies shall contain a drop-down clause in the event of exhaustion of primary limits and provide coverage for primary auto liability. Coverage shall include an MCS 90 endorsement for Consultant's hauling or transporting hazardous materials.

10.2. Ancillary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract ancillary insurance coverages, if required by LAWA and identified in Exhibit 7, with terms and conditions outlined below:

10.2.1. Professional Liability.

Consultant shall maintain Professional Liability Insurance providing coverage for the professional services provided under this Contract. The policy must have a retroactive date prior to the effective date of the Contract. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.2. Contractor's Pollution Liability.

Consultant shall maintain Contractor's Pollution Liability Insurance coverage for bodily injury, property damage, personal injury and environmental site restoration including fines and penalties in accordance with applicable EPA or state regulations. Coverage shall extend to losses from the release or escape of pollutants including discharge of pollutants brought to the site, release of pre-existing pollutants at the site whether sudden or gradual over time and mold resulting from Consultant's work. Coverage must also extend to first-party clean-up costs, business interruption, loss of rents, and extra expense and include coverage for completed operations up to ten (10) years following project acceptance by LAWA.

10.2.3. Property Insurance.

Consultant shall maintain Property Insurance coverage for the building, including contents, tenant improvements, and/or builders' risk on an All Risk/Special Form for all risks of physical loss or damage for all real property or improvements Consultant may be required to insure, including flood and earthquake coverage, for not less than the full replacement cost. Property insurance deductibles are the sole responsibility of the Consultant and must be approved by LAWA.

10.2.4. Installation Floater.

Consultant shall maintain an Installation Floater providing coverage for the value of equipment to be installed and shall include LAWA as an insured and loss payee. Coverage for testing, water damage, mechanical breakdown, and electrical injury shall be included.

10.2.5. Pollution Legal Liability Insurance.

Consultant shall maintain Pollution Legal Liability Insurance providing coverage for bodily injury, property damage, including loss of use of damaged property or of property that has not been physically injured or destroyed, cleanup costs, and defense, including costs and expenses incurred in the investigation, defense, or settlement of claims. Coverage shall apply to sudden and non-sudden pollution conditions resulting from the escape or release of smoke, vapors, fumes, acids, alkalis, toxic chemicals, liquids, or

gases, waste materials, or other irritants, contaminants, or pollutants. The insurance shall cover cleanup, including cleanup of pollutants on and migrating away from the insured location, restoration, business interruption, and extra expense as a result of release of pollutants. Coverage shall apply to non-owned disposal sites and shall meet any requirements of proof of financial responsibility laws for underground storage tanks, if appropriate. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.6. Network Security and Privacy Liability (Cyber liability).

Consultant shall maintain Network Security and Privacy Liability Insurance (Cyber liability) providing coverage sufficiently broad to respond to the duties and obligations undertaken by Consultant in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion, introduction, implantation or spread of malicious software code and network security including unauthorized access to or use of computer systems or business data. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties, and credit monitoring expenses with limits sufficient to respond to these obligations.

10.2.7. Aircraft and Passenger Liability Insurance.

Consultant shall maintain Aircraft and Passenger Liability Insurance providing coverage for third party bodily injury and property damage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Limits will vary based on federal requirements, passenger and/or cargo capacity.

10.2.8. Garage Keeper's Liability Insurance.

Consultant shall maintain Garage Keeper's Liability Insurance providing coverage that includes liability for loss or damage to vehicles which are the property of others and in the care, custody, or control of Consultant for storage, repair, or safekeeping.

10.2.9. Hangar Keeper's Liability Insurance.

Consultant shall maintain Hangar Keeper's Liability Insurance providing coverage that includes liability for loss or damage to aircraft which are the property of others and in the care custody and control of Consultant for storage, repair, or safekeeping.

10.2.10. Liquor Liability Insurance.

Consultant shall maintain Liquor Liability Insurance providing coverage that includes liability for claims arising from the sale or serving of alcohol on LAWA's premises. Coverage may be endorsed on the commercial general liability policy or through a stand-alone policy.

10.2.11. Crime Insurance or Fidelity Bond Insurance.

Consultant shall maintain Crime Insurance or Fidelity Bond Insurance providing coverage for commercial crime insurance or a fidelity bond naming LAWA as a loss payee. The policy or bond shall cover theft, dishonesty, disappearance, forgery, alteration, and destruction caused by employee of Consultant.

10.3. General Provisions.

10.3.1. Additional Insureds.

Consultant's insurance, with exception of workers compensation and professional liability, if required, shall name City of Los Angeles, Department of Airports, also known as Los Angeles World Airports (referred to as "LAWA"), and its Board of Airport Commissioners, directors, officers, employees, their successors, and assigns as additional insureds.

10.3.2. Primary Insurance.

Consultant's insurance shall be primary and non-contributory with any insurance maintained by LAWA and shall include cross liability or severability of interest, if applicable.

10.3.3. Notice of Cancellation.

Consultant's insurance shall be endorsed to provide LAWA with notice thirty (30) days prior to cancellation of any required coverage except for non-payment which may be with ten (10) days notice of cancellation.

10.3.4. Acceptability of Insurers.

All required insurance shall be written by companies having an AM Best's rating of A- VII or equivalent, as determined by LAWA.

10.3.5. Deductibles and Self-Insured Retentions.

Any deductible or self-insured retention maintained by Consultant for any required coverage must be declared and approved by LAWA. LAWA reserves the right to request financial statements and Consultant agrees to be fully responsible for payment of any such deductibles or self-insured retentions.

10.3.6. Insurance Compliance.

Consultant shall deliver to LAWA certificates of insurance on an Acord or equivalent form signed by an authorized representative of the insurers prior to the execution of this Contract, prior to commencing any work or service, and at least ten (10) days prior to the renewal or replacement of any of the required insurance, or upon reasonable request by LAWA. Certificates of insurance must include all required endorsements, including but not limited to additional insured, primary and non-contributory, notice of cancellation, and waiver of subrogation, as applicable. Consultant will not receive a notice to proceed until LAWA has approved insurance. LAWA reserves the right to request copies of required insurance policies, as needed.

Certificate holder shall read:

City of Los Angeles, Department of Airports,
also known as Los Angeles World Airports
P. O. Box 92216
Los Angeles, CA 90009
ATTN: Risk Management Department

Should Consultant fail to obtain and maintain the required insurance, LAWA reserves the right, upon ten (10) days prior written notice to Consultant of its intention to do so, to obtain and maintain such insurance on behalf of Consultant. Consultant shall be responsible for all costs incurred with respect to such insurance obtained by LAWA, plus administrative overhead.

10.3.7. Maintenance of Insurance.

Consultant shall maintain all required insurance throughout the entire duration of this Contract without any lapse in coverage or reduction in required limits. LAWA reserves the right to reevaluate and adjust the insurance types and coverage limits required herein annually.

10.3.8. Waiver.

Consultant agrees to waive all rights of recovery against LAWA, and cause its Workers' Compensation, Commercial General Liability, Automobile Liability, and Umbrella/Excess insurance policies to be endorsed to waive subrogation against LAWA. Consultant is solely responsible for insuring, repairing, or replacing any of its personal property and tools and equipment, whether owned, non-owned, or hired. Consultant waives all right of recovery or subrogation against LAWA regardless of cause of damage.

10.3.9. Self-Insurance.

LAWA recognizes that some insurance requirements contained in this Contract may be fulfilled by self-insurance on the part of the Consultant. Self-insurance shall not in any way limit liabilities assumed by Consultant under this Contract including but not limited to naming LAWA as an additional insured and waiving rights of recovery. Any self-insurance shall be approved in writing by LAWA upon satisfactory evidence of financial capacity. Consultant obligation hereunder may be satisfied in whole or in part by adequately funded self-insurance programs or self-insured retentions.

10.3.10. Sub-consultant Insurance.

Consultant shall require insurance of its subcontractors/sub-consultants for the types and coverage limits appropriate for the exposure in consultation with LAWA, at the time of Task Order. In no event shall the insurance required of the Consultant be reduced or altered by the coverage maintained by subcontractors/sub-consultants.

10.3.11. Modification.

- a. At LAWA's sole discretion, the Insurance Requirements may be further defined and/or revised via each Task Order issued to Consultant, if any.
- b. Furthermore, LAWA and Consultant agree that the insurance policy limits specified in the Administrative Requirements shall be reviewed by LAWA for adequacy annually, and/or before LAWA issues a Task Order(s), if any, to Consultant, throughout the term of this Contract, who may thereafter require Consultant to adjust the amount(s) of insurance coverage(s) to whatever amount(s) LAWA deems to be adequate.

11. LAWA and City Held Harmless.

- a. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold harmless LAWA, the City and any and all of LAWA's and the City's Boards, officers, agents, employees, assigns and successors in interest from and against any and all suits, claims, causes of action, liability, losses, damages, demands or expenses (including, but not limited to, attorney's fees and costs of litigation), claimed by anyone (including Consultant and/or Consultant's agents or employees) by reason of injury to, or death of, any person(s) (including Consultant and/or Consultant's agents or employees), or for damage to, or destruction of, any property (including property of Consultant and/or Consultant's agents or employees) or for any and all other losses, founded upon or alleged to arise out of, pertain to, or relate to the Consultant's and/or sub-consultant's performance or non-performance of the Contract, whether or not contributed to by any act or omission of LAWA, the City, or of any of LAWA's or the City's Boards, officers, agents or employees; provided, however, that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from or relate to Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, this paragraph shall not be construed to require Consultant to indemnify or hold LAWA or the City harmless to the extent such suits, causes of action, claims, losses, demands and expenses are caused by, as applicable, the LAWA's or the City's sole negligence, willful misconduct or active negligence; provided further that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, Consultant's indemnity obligations shall be limited to allegations, suits, claims, causes of action, liability, losses, damages, demands or expenses arising out of, pertaining to, or relating to the Consultant's negligence, recklessness or willful misconduct in the performance of the Contract.
- b. For purposes of clarification, not of limitation, of the foregoing, in the case of any hazardous substance spill, leak, discharge or contamination by Consultant or its employees, servants, agents, contractors or sub-consultants which affects property of the City or LAWA or its tenants' property, Consultant agrees to make

or cause to be made any necessary corrective actions to clean up and remove any spill, leakage or contamination to the satisfaction of LAWA. If Consultant fails to repair, cleanup, properly dispose of or take any other corrective actions as required herein, the City may (but shall not be required) to take all steps it deems necessary to properly repair, clean up, or otherwise correct the conditions resulting from the spill, leak or contamination. Any such repair, clean-up or corrective actions taken by the City shall be at Consultant's sole cost and expense and Consultant shall indemnify and pay for and/or reimburse the City for any and all costs (including any administrative costs) the City incurs as a result of any repair, clean-up or corrective action it takes.

- c. In addition, and consistent with the requirements of Section 13 below, Consultant agrees to protect, defend, indemnify, keep and hold harmless LAWA and the City, including its Boards, Departments and LAWA and the City's officers, agents, servants and employees, from and against any and all claims, damages, liabilities, losses, and expenses arising out of any threatened, alleged, or actual claim that the end product provided to LAWA by Consultant violates any patent, copyright, trade secret, proprietary right, intellectual property right, moral right, privacy, or similar right, or any other rights of any third party anywhere in the world. Consultant agrees to, and shall, pay all damages, settlements, expenses and costs, including costs of investigation, court costs and attorney's fees, and all other costs and damages sustained or incurred by LAWA or the City arising out of, or relating to, the matters set forth above in this paragraph of the foregoing "Hold Harmless" agreement.
- d. In Consultant's defense of LAWA and the City under this Section, negotiation, compromise, and settlement of any action, LAWA and the City shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.

11.2. Survival.

The following provisions of this Contract shall survive the expiration or earlier termination of this Contract;

- a. Consultant obligations regarding retention of project records, including as contained in Section 8;
- b. Consultant obligations regarding insurance in Section 10;
- c. Section 11 regarding indemnification and holding LAWA and City harmless;
- d. Section 13 regarding intellectual property;
- e. Section 27 regarding default and termination;
- f. Section 29 regarding Consultant representations and warranties;

- g. Section 30 regarding limitations on liability;
- h. Sections 32 and 38 regarding construction, governing law, and disputes; and
- i. any Consultant liability or obligations to LAWA arising from a Default as may be stated in this Contract.

12. Hazardous Materials and Other Regulated Substances.

Should any hazardous substance spill, leak, discharge or contamination that affects property of the City or its tenants' property not be caused by Consultant or its employees, servants, agents, contractors or sub-consultants, only then shall Consultant not be held responsible for the presence or remediation of asbestos, asbestos-related materials, or any other hazardous substance, in any form whatsoever, as such materials and substances are defined by the Environmental Protection Agency or any other public authority, found on any property or structure that is the subject of Services performed by Consultant under this Contract.

13. Intellectual Property Ownership and Rights.

13.1. Ownership.

- a. All Work Product (as hereinafter defined) originated and prepared by Consultant or its sub-consultant of any tier under this Contract shall be and remain the property of LAWA for its use in any manner it deems appropriate; provided, however, that any use unintended under this Contract, or modification or alteration of the Work Product without the direct involvement of the Consultant shall be without liability to Consultant.
- b. "Work Product" are all works, tangible or not, created by Consultant and/or its sub-consultant(s) for LAWA as part of the Services including, without limitation, documents, deliverables, material, data, reports, analysis, studies, surveys, modeling files, manuals, specifications, artwork, drawings, sketches, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas matters and combinations thereof, and all forms of intellectual property therein, but excluding notices and correspondence to the extent such do not themselves constitute or include the foregoing.
- c. To the extent applicable under the U.S. Copyright Act or otherwise, all Work Product created by Consultant under this Contract are work-made-for-hire created for the sole benefit and ownership of LAWA in which Consultant transfers any ownership rights and claims to LAWA upon creation. Consultant hereby assigns, and agrees to assign to LAWA, all goodwill, copyrights and trademarks in all Work Product originated and prepared by Consultant and/or its sub-consultant(s) pursuant to the Contract. Consultant further agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's

ownership of rights provided herein. This paragraph shall survive expiration or termination of this Contract.

13.2. Obligations on Sub-consultant.

Any sub-contract entered into by Consultant relating to this Contract, to the extent allowed hereunder, shall include a like provision (on LAWA's ownership in Work Product) for work to be performed under this Contract to Contractually bind or otherwise oblige its sub-consultants performing work under this Contract such that LAWA's ownership rights of all Work Product are preserved and protected as intended herein. Failure of Consultant to comply with this requirement or to obtain the compliance of its sub-consultants with such obligations shall subject Consultant to all remedies allowed under law and termination of this Contract.

13.3. Use of Work Product by Third Parties.

Consultant shall not make available, provide or disclose any Work Product to any third party without prior written consent of LAWA.

13.4. No Transfer of Pre-Existing Intellectual Property.

- a. Nothing herein may be construed to transfer to LAWA any ownership, interest or right in any of the Consultant's intellectual property, trade secrets or know-how that is pre-existing before commencement of this Contract, or that is derived independent of Consultant's performance of this Contract.
- b. Notwithstanding the foregoing, unless expressly stated otherwise, for all third-party and Consultant's intellectual property (if any) that is pre-existing before commencement of this Contract, including software, required to operate or use any Work Product delivered by Consultant, Consultant hereby grants and shall cause others to grant LAWA (including its agents and consultants) a royalty-paid, perpetual, irrevocable license to use such pre-existing intellectual property internally by LAWA (including its agents and consultants).

13.5. Non-Infringement Warranty.

Consultant hereby represents and warrants that performance of all obligations under this Contract does not infringe in any way, directly or contributory, upon any third party's intellectual property rights, including, without limitation, patents, copyrights, trademarks, trade secrets, right of publicity, and proprietary information. This Section shall survive expiration or termination of this Contract.

13.6. Indemnification of Third-Party Intellectual Property Infringement Claims.

- a. Consultant shall defend at its sole expense and hold harmless LAWA, its commissioners, officers, directors, agents, employees, or affiliates ("LAWA Defendants") in any infringement claim, demand, proceeding, suit or action ("Action" hereinafter), for any infringement or violation, actual or alleged, direct or contributory, intentional or otherwise, of any intellectual property rights,

including patents, copyrights, trade secrets, trademarks, service marks, ideas, concepts, themes, methods, algorithms and other proprietary information or rights (collectively “Intellectual Property Rights” hereinafter), (1) on or in any design, medium, matter, plant, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by the Consultant or sub-consultants in performing the work under this Contract; or (2) as a result of LAWA’s actual or intended use of any Work Product furnished by Consultant and/or sub-consultants under the Contract.

- b. Consultant also shall indemnify LAWA against any loss, cost, expense, liability, and damages awarded against LAWA or settlement as a consequence of such Action. Under no circumstances is Consultant liable under this sub-section to defend and hold LAWA harmless, where LAWA licenses or sublicenses for profit any of the intellectual property rights in the Work Product to a third-party whose use of the intellectual property gives rise to the alleged infringement and whose use is not in any way part of the intended use for the benefit of LAWA under this Contract.
- c. In Consultant’s defense of LAWA Defendants, negotiation, compromise, and settlement of any such infringement Action, LAWA shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.
- d. Where any Work Product furnished by Consultant is in a form of software or firmware (“Vehicle”), and if any part of such Vehicle (X) becomes the subject of an Action, (Y) is adjudicated as infringing a third party’s Intellectual Property right, or (Z) has its use enjoined or license terminated; Consultant shall, with LAWA’s consent, do one of the following immediately. Consultant shall at its expense either:
 - i. Procure for LAWA the right to continue using said part of the Vehicle; or
 - ii. Replace the Vehicle with a functionally equivalent, non-infringing product.

- e. Exercise of any of the above-mentioned options shall not cause undue business interruption to LAWA or diminish the intended benefits and use of the Work Product by LAWA under the specifications herein.
- f. Rights and remedies available to LAWA hereinabove shall survive the expiration or other termination of this Contract. Further, the rights and remedies are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States, the State of California, and the City of Los Angeles. This paragraph shall survive the expiration or other termination of this Contract.

13.7. Consultant's Trade Secrets.

- a. Trade Secrets, as used in this Contract, are defined in California Government Code Section 6254.7 and California Evidence Code Section 1061(a)(1) and may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented, which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it. No Work Product created and delivered to LAWA under this Contract may constitute Trade Secrets of Consultant.
- b. Consultant hereby stipulates that LAWA is not nor expected to be in possession of any of Consultant's Trade Secrets. In the unlikely event that Consultant reveals any of its Trade Secrets (that is so marked conspicuously on every page) to LAWA to further the intent and purpose of this Contract and so notifies LAWA in writing that it has revealed its Trade Secrets to LAWA, then LAWA agrees to notify Consultant of any request made pursuant to the California Public Records Act, Cal. Gov. Code, § 6250 et seq., ("CPRA") that includes Consultant's Trade Secrets. LAWA may disclose any of Consultant's Trade Secrets if Consultant does not object in writing to LAWA after ten (10) calendar days from the notice mailing date by LAWA to Consultant of the CPRA request.

14. Responsibility for Fault.

- a. All costs incurred due to the fault of the Consultant in carrying out the Services pursuant to the Contract Documents, including but not limited to correcting Work Product or Requests for Payment, shall be borne by Consultant without any right to claim additional compensation.
- b. The Consultant shall, without additional compensation, correct or revise any deficiencies or errors or omissions caused by the Consultant in its Services and Work Product, including but not limited to Consultant's analysis and reports.
- c. The Consultant also agrees that if any error or omission or deficiency is found in its performance of Services and/or Work Product, LAWA shall not pay for (and

may be reimbursed for) that portion of the Services and/or Work Product containing material error(s), omission(s), and/or deficiency(ies) and the Consultant shall expeditiously make the necessary correction, at no cost to LAWA, except when such error was directly caused by LAWA.

- d. The Consultant also agrees that if Consultant misses a deadline identified in a Task Order(s), LAWA may not pay for that portion of the Work Product that is delivered after that deadline identified in a Task Order(s), except when such untimely performance was solely caused by LAWA.

15. Independent Contractor.

In furnishing the Services provided for herein, Consultant is acting as an independent contractor, is to furnish such Services in its own manner and method, and is in no respect to be considered an officer, employee, or agent of LAWA.

16. Civil Rights - General

16.1. Title VI Assurances - 49 CFR § 21.7(a)(1); 49 CFR Part 21 Appendix C (b)

- a. In all its activities within the scope of its airport program, the Consultant agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

- b. The above provision binds the Consultant and its sub-consultants from the bid solicitation period through the completion of the Services under the Contract. If the Consultant transfers its obligation to another, the transferee is obligated in the same manner as the Consultant.

16.2. Title VI Assurances – 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, Effective April 24, 2013

Consultant further agrees to comply with all applicable US DOT Standard Title VI/Non-Discrimination, set forth in Exhibit 6, attached hereto and made a material term of this Contract, as such requirements may be amended or interpreted by the FAA or the United States Department of Transportation from time to time; specifically, the following clauses as provided in Exhibit 6:

- a. Title VI List of Pertinent Nondiscrimination Acts and Authorities
- b. Compliance with Nondiscrimination Requirements

16.3. Audit of Subcontracts

LAWA may conduct a review of the Consultant's compliance with this Section 16. Consultant must cooperate with LAWA throughout the review process by supplying all requested information and documentation to LAWA, making Consultant staff and officials available for meetings as requested, and correcting any areas of non-compliance as determined by LAWA.

16.4. Inclusion of Terms

Consultant agrees that it shall insert the provisions found in Sections 16.1 and 16.2, inclusive of Exhibit 6 in whole, in any solicitation, subcontract, sublease, assignment, license, transfer, or permit, or other instrument, by which said Consultant grants a right or privilege to any person, firm, or corporation under this Contract.

17. City Nondiscrimination and Affirmative Action Program.

- a. During the term of this Contract, Consultant agrees and obligates itself in the performance of this Contract not to discriminate against any employee or applicant for employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual orientation, age, physical handicap, marital status, domestic partner status, or medical condition. Consultant shall take affirmative action to ensure that applicants for employment are treated, during the term of this Contract, without regard to the aforementioned factors and Consultant shall comply with the affirmative action requirements of Los Angeles Administrative Code Sections 10.8, et seq., or any successor ordinances or laws pertaining to discrimination.
- b. During the performance of this Contract, Consultant agrees to comply with Section 10.8.3 of the Los Angeles Administrative Code ("Equal Employment Practices"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.3.E and 10.8.3.F of said Administrative Code, the failure of Consultant to comply with the Equal Employment Practices provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with said Equal Employment Practices provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.
- c. During the performance of this Contract, Consultant agrees to comply with Section 10.8.4 of the Los Angeles Administrative Code ("Affirmative Action Program"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.4.E and 10.8.4.F of said Administrative Code, the failure of Consultant to comply with the Affirmative Action Program provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with the Affirmative Action Program provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.
- d. All subcontracts awarded by Consultant pursuant to this Contract shall contain provisions similar to the foregoing and Consultant shall require each of its sub-consultants to complete a like certification and to submit to it an Affirmative Action Plan acceptable to LAWA.
- e. Consultant also agrees to comply with the provisions of Article 3 of Chapter 1, Part 7, Division 2 of the Labor Code of the State of California, and with all other applicable statutes, ordinances, and regulations relative to employment, wages, and hours of labor.

18. First Source Hiring Program for Airport Employers (LAX Only).

Consultant shall comply with the applicable provisions of the First Source Hiring Program adopted by the Board. The rules, regulations, requirements, and penalties of the First Source Hiring Program are made a material term of this Contract. Consultant shall be an “Airport Employer” under the First Source Hiring Program.

19. Inclusivity Terms.

19.1. General Inclusivity Terms.

- a. Consultant shall comply with the Inclusivity Commitments made in its SOQ and incorporated in the SOQ Extracts included in the Contract with respect to Small Business Enterprise (SBE), Local Business Enterprise (LBE), Local Small Business Enterprise (LSBE), and/or Disabled Veteran Business Enterprise (DVBE) (together the “Certified Firms”).
- b. The strategies and commitments set forth in Consultant’s SOQ Extracts, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments, shall become enumerated requirements in the Contract and are referred to herein as the “Inclusivity Commitments.”

19.2. Team Composition.

Throughout the term of the Contract, Consultant shall identify an individual from among its personnel who will represent the Consultant as the inclusivity liaison to LAWA (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Consultant’s inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

19.3. Certified Firm Participation Requirements.

Throughout the term of the Contract, Consultant shall achieve the mandatory minimum Certified Firm participation percentages set by LAWA and any excess committed to by the Consultant. Consultant shall confirm and submit BE certification documentation for all Members. Participation shall be subject to ongoing monitoring and reviews by LAWA to verify Consultant’s compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic inclusivity performance assessments and reviews by LAWA of relevant agreements, documents and data.

19.4. Failure to Meet Requirements.

- a. Consultant may be assessed a penalty of up to 10% of the amount of the Certified Firm Subcontract(s) involved for failure to meet any of the Inclusivity Commitments.
- b. Consultant must receive written approval from LAWA for any reduction, increase, or other change to any Certified Firm subcontract amount. If a Certified Firm

sub-consultant's scope of work is reduced or eliminated as a result of a Change Order issued by LAWA, the resulting change in the Certified Firm participation will not be subject to a penalty.

19.5. Inclusivity & Workforce Development Plan Performance and Reporting.

- a. Consultant shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Consultant's approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Consultant shall update and submit the Inclusivity and Workforce Development Plan to LAWA annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and build Certified Firm capacity.
- b. Consultant shall provide LAWA with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Consultant shall comply with periodic performance assessments, and/or reviews of contract/subcontract documents, as needed.
- c. LAWA shall conduct an annual review of the Consultant's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.
- d. Consultant shall report all sub-consultant payments using the system designated by LAWA and augmented by monthly status reports. Consultant shall require all sub-consultants at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
- e. Consultant shall use LAWA's LCPTTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

19.6. Mentor Protégé Program.

- a. Consultant shall develop and manage a program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work. The Mentor-Protégé Program shall make an effort to include at least one firm whose revenues exceeded the SBA small business size standards within the last 5 years.
- b. The Mentor-Protégé Program shall define cohort size and frequency; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.
- c. Consultant shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.

- d. Consultant shall invite LAWA to participate in Mentee outreach and/or recognition events.
- e. Consultant shall coordinate with the LAWA Economic Impact Team.

19.7. Internship Program.

- a. The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.
- b. Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- c. Consultant shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1 schools are to be located within the Airport Impact Area cities or City of Los Angeles.
- d. Consultant shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- e. Consultant shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- f. Consultant shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.

19.8. Reporting.

Consultant shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAWA, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+, in addition to SBE, LBE, LSBE and DVBE.

20. Living Wage.

20.1. Living Wage Ordinance.

Consultant expressly agrees, as a part of its obligations under this Contract, to comply with the terms of the Living Wage Ordinance as set forth in Los Angeles Administrative Code Section 10.37, et seq., including any future amendments thereto.

20.2. General Provisions: Living Wage Policy.

- a. This Contract is subject to the Living Wage Ordinance ("LWO"), Section 10.37, et seq., of the Los Angeles Administrative Code, which is incorporated herein by reference. The LWO requires that, unless specific exemptions apply, any employees of service contractors who render services that involve an expenditure in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months are covered by the LWO if any of the following applies: (1) at least some of the services are rendered by employees whose work site is on property owned by the City, (2) the services could feasibly be performed by employees of the City if the awarding authority had the requisite financial and staffing resources, or (3) the designated administrative agency of the City has determined in writing that coverage would further the proprietary interests of the City.
- b. Employees covered by the LWO are required to be paid not less than a minimum initial wage rate, as adjusted each year.
- c. The LWO also requires that employees be provided with at least twelve (12) compensated days off per year for sick leave, vacation, or personal necessity at the employee's request, and at least ten (10) additional days per year of uncompensated time pursuant to Section 10.37.2(b) of the LWO.
- d. The LWO requires employers to inform employees making less than twelve dollars (\$12) per hour of their possible right to the federal Earned Income Tax Credit ("EITC") and to make available the forms required to secure advance EITC payments from the employer pursuant to Section 10.37.4 of the LWO.
- e. Consultant shall permit access to work sites for authorized City representatives to review the operation, payroll, and related documents, and to provide certified copies of the relevant records upon request by the City. Whether or not subject to the LWO, Consultant shall not retaliate against any employee claiming non-compliance with the provisions of the LWO, and, in addition, pursuant to Section 10.37.6(c) of the LWO, Consultant agrees to comply with federal law prohibiting retaliation for union organizing.

20.3. Living Wage Coverage Determination.

An initial determination has been made that this is a service contract under the LWO and that it is not exempt from coverage by the LWO. Determinations as to whether this Contract is a service contract covered by the LWO, or whether an employer or employee are exempt from coverage under the LWO are not final, but are subject to review and revision as additional facts are examined and/or other interpretations of the law are considered. In some circumstances, applications for exemption must be reviewed periodically. The City shall notify Consultant in writing about any redetermination by the City of coverage or exemption status. To the extent Consultant claims non-coverage or

exemption from the provisions of the LWO, the burden shall be on Consultant to prove such non-coverage or exemption.

20.4. Compliance; Termination Provisions And Other Remedies: Living Wage Policy.

- a. If Consultant is not initially exempt from the LWO, Consultant shall comply with all of the provisions of the LWO, including payment to employees at the minimum wage rates, effective on the Contract Effective Date, and shall execute the Declaration of Compliance Form attached to this Contract, contemporaneously with the execution of this Contract.
- b. If Consultant is initially exempt from the LWO, but later no longer qualifies for any exemption, Consultant shall, at such time as Consultant is no longer exempt, comply with the provisions of the LWO and execute the then currently used Declaration of Compliance Form, or such form as the LWO requires.
- c. Under the provisions of Section 10.37.6(c) of the Los Angeles Administrative Code, violation of the LWO shall constitute a material breach of this Contract and the City shall be entitled to terminate this Contract and otherwise pursue legal remedies that may be available, including those set forth in the LWO, if the City determines that Consultant violated the provisions of the LWO. The procedures and time periods provided in the LWO are in lieu of the procedures and time periods provided elsewhere in this Contract. Nothing in this Contract shall be construed to extend the time periods or limit the remedies provided in the LWO.

20.5. Subcontractor/Sub-consultant Compliance.

Consultant agrees to include in every subcontract involving this Contract entered into between Consultant and any subcontractor/sub-consultant, a provision pursuant to which such subcontractor/sub-consultant:

- a. agrees to comply with the LWO and the Worker Retention Ordinance (“WRO”) with respect to this Contract;
- b. agrees not to retaliate against any employee lawfully asserting noncompliance on the part of the subcontractor/sub-consultant with the provisions of either the LWO or the WRO; and
- c. agrees and acknowledges that City, as the intended third-party beneficiary of this provision may:
 - i. enforce the LWO and the WRO directly against the subcontractor/sub-consultant with respect to this Contract, and
 - ii. invoke, directly against the subcontractor/sub-consultant with respect to this Contract, all the rights and remedies available to the City under Section 10.37.5 of the LWO and Section 10.36.3 of the WRO, as same may be amended from time to time.

21. Worker Retention Requirements.

21.1. Worker Retention Ordinance.

- a. This Contract may be subject to the WRO (Section 10.36, et seq, of the Los Angeles Administrative Code), which is incorporated herein by this reference.
- b. If applicable, Consultant must also comply with the WRO which requires that, unless specific exemptions apply, all employers under contracts that are primarily for the furnishing of services to or for the City and that involve an expenditure or receipt in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months, will provide retention by a successor contractor for a ninety-day (90-day) transition period of the employees who have been employed for the preceding twelve (12) months or more by the terminated contractor or subcontractor/sub-consultant, if any, as provided for in the WRO.
- c. Under the provisions of Section 10.36.3(c) of the Los Angeles Administrative Code, the City has the authority, under appropriate circumstances, to terminate this Contract and otherwise pursue legal remedies that may be available if the City determines that the subject consultant violated the provisions of the WRO.

22. Compliance With Los Angeles City Charter Section 470(c)(12) and 609(E).

22.1. General Requirements.

The Consultant, other underwriting firm members of the underwriting syndicate, subcontractors/sub-consultants, and their principals are obligated to fully comply with City of Los Angeles Charter Sections 470(c)(12), 609(e) and related ordinances, regarding limitations on campaign contributions and fundraising to certain elected City officials or candidates for elected City office. Gifts to elected officials and certain City officials are also limited. Additionally, Consultant and other underwriting firm members of the underwriting syndicate are required to provide and update certain information to the City as specified by law. Any Consultant and other underwriting firm members of the underwriting syndicate subject to Charter Section 470(c)(12) and 609(e), shall include the following notice in any contract with a subcontractor/sub-consultant expected to receive at least one hundred thousand dollars (\$100,000) for Services under this Contract.

22.2. Notice Regarding City of Los Angeles Campaign Contribution and Fundraising Restrictions.

- a. As provided in Charter Sections 470(c)(12), 609(e) and related ordinances, you are subcontractor/sub-consultant or underwriting firm on City of Los Angeles Contract/Resolution #_____. Pursuant to City Charter Section 470(c)(12) and 609(e), underwriting firm, subcontractor/sub-consultant, and principals are prohibited from making campaign contributions and fundraising for certain elected City officials or candidates for elected City office for twelve (12) months after the City contract is signed. Additionally, gifts are limited to elected officials

and certain City officials. Subcontractor/sub-consultant is required to provide to Consultant names and addresses of the subcontractor's/sub-consultant's principals and contact information and shall update that information if it changes during the twelve (12) month time period. Subcontractor's/sub-consultant's information included must be provided to Consultant within ten (10) business days. Failure to comply may result in termination of Contract or any other available legal remedies including fines. Information about the restrictions may be found at the City Ethics Commission's website at <http://ethics.laCity.org>/or by calling 213/978-1960.

- b. Consultant, underwriting firms, subcontractors/sub-consultants, and their principals shall comply with these requirements and limitations. Violation of this provision shall entitle LAWA to terminate this Contract and pursue any and all legal remedies that may be available.

23. Assignment of Anti-Trust Claims.

Pursuant to California Government Code Sections 4550 et seq. regarding Anti-Trust Claims, it is the policy of the City to inform each Bidder/Proposer that in submitting a bid/proposal to LAWA the proposer offers and agrees to assign LAWA all rights, title and interest in and to all causes of action it may have under the Clayton Act or Cartwright Act, arising from purchases of goods, services or materials. This assignment is made and becomes effective at the time LAWA tenders final payment to the Consultant.

24. Equal Benefits Ordinance (EBO).

- a. Unless otherwise exempt in accordance with the provisions of the Equal Benefits ("EBO") Ordinance, this Contract is subject to the applicable provisions of the EBO Section 10.8.2.1 of the Los Angeles Administrative Code, as amended from time to time.
- b. During the term of this Contract, Consultant certifies and represents that the Consultant shall comply with the EBO. Furthermore, Consultant agrees to post the following statement in conspicuous places at its place of business available to employees and applicants for employment:
 - i. "During the term of a Contract with the City of Los Angeles, the Consultant shall provide equal benefits to its employees with spouses and its employees with domestic partners. Additional information about the City of Los Angeles' Equal Benefits Ordinance may be obtained from the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance at (213) 847-6480."

25. Child Support Orders.

- a. This Contract is subject to Section 10.10, Article I, Chapter 1, Division 10 of the Los Angeles Administrative Code, related to Child Support Assignment Orders, which is incorporated herein by this reference. Pursuant to this Section,

Consultant (and any subcontractor/sub-consultant of Consultant providing services to the City under this Contract) will:

- i. fully comply with all State and federal employment reporting requirements for Consultant's, or Consultant's subcontractor's/sub-consultant's, employees applicable to Child Support Assignments Orders;
 - ii. certify that the principal owner(s) of Consultant and applicable subcontractors/sub-consultants are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally;
 - iii. fully comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment in accordance with California Family Code Section 5230, et seq.; and
 - iv. maintain such compliance throughout the term of this Contract.
- b. Pursuant to Section 10.10(b) of the Los Angeles Administrative Code, failure of Consultant, or an applicable subcontractor/sub-consultant, to comply with all applicable reporting requirements, or to implement lawfully served Wage and Earnings Assignment Orders and Notices of Assignment, or the failure of any principal owner(s) of Consultant or applicable subcontractors/sub-consultants to comply with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally, shall constitute a default of this Contract, thereby subjecting this Contract to termination, where such failure(s) shall continue for more than ninety (90) days after notice of such failure(s) to Consultant by LAWA (in lieu of any time for cure provided elsewhere in this Contract).

26. Contractor Responsibility Program.

- a. Pursuant to Resolution No. 21601 adopted by the Board of Airport Commissioners, effective May 20, 2002, the Contractor Responsibility Program (CRP) is the policy of LAWA to ensure that all LAWA contractors have the necessary quality, fitness, and capacity to perform the work set forth in the Contract. LAWA shall award contracts only to entities and individuals it has determined to be responsible contractors. The provisions of this Program apply to leases and contracts for construction, for services, and for purchases of goods and products that require Board approval.
- b. Bidders/Proposers are required to complete and submit with their bid/proposal the attached "Contractor Responsibility Program Questionnaire" ("CRP Questionnaire") that provides information LAWA needs in order to determine if the bidder/proposer is responsible and has the capability to perform the work under the Contract. The information contained in the CRP Questionnaire is subject to public review for a period of not less than fourteen (14) days. Bidders/Proposers are also required to complete, sign, and submit with their

bid/proposal the attached “Contractor Responsibility Program Pledge of Compliance.” Bidders/proposers are also required to respond within the specified time to LAWA’s request for information and documentation needed to support a Contractor Responsibility Program determination. Sub-consultants shall be required to submit the Pledge to the Consultant prior to commencing work. The CRP rules and regulations are available at <http://www.lawa.org>.

27. Default and Termination.

27.1. Default.

- a. The occurrence of any one of the following events shall constitute a “Default”:
 - i. Consultant abandons all or a material part of the Services, which abandonment shall occur if Consultant:
 - A. expresses an intent not to perform, or continue to perform, a material part of the Services;
 - B. does not perform, or continue to perform, for a continuous period of sixty (60) days or more a material part of the Services; and/or
 - C. if, in the opinion of LAWA, Consultant otherwise fails to provide prompt, efficient and thorough Services, or if Consultant fails to complete the several portions of its Services within the time limits provided; or
 - ii. any other breach by Consultant of law or any of its obligations under the Contract Documents.
- b. The cure period for any Default is thirty (30) days after the date on which LAWA delivers notice to Consultant of the occurrence of the relevant Default, provided that no notice and opportunity to cure is required for any Default that by its nature cannot be cured or which presents a potential risk to the health, safety, or security of any person, the environment, the community, or property.

27.2. Termination.

- a. If a Default occurs and has not been cured within the applicable cure period (if any), LAWA may, in its discretion, terminate this Contract or any Task Order at any time that such Default is continuing by delivering to the Consultant a termination notice to such effect. Any such termination for Default shall be effective immediately on the date of the termination notice, or on such other date as LAWA may specify in such notice.
- b. LAWA may also terminate this Contract or any Task Order at its convenience, in whole or in part, at any time. If LAWA decides to terminate this Contract at its convenience, LAWA shall send a written notice of termination for convenience to Consultant specifying the extent to which performance of work under this Contract is terminated. Any such termination for convenience shall be effective

thirty (30) days from the date of the termination notice, or on such other date as LAWA may specify in such notice.

- c. Upon receipt of the notice, Consultant shall immediately cease all activity except for that activity expressly authorized by the notice of termination.
- d. Notwithstanding anything to the contrary, termination of this Contract in accordance with this Section shall not waive any right or claim to damages that LAWA may have and LAWA may pursue any cause of action that it may have under the Contract.
- e. If only a portion of the Services is terminated, the Consultant shall continue to complete the remaining portions of the work that was not terminated in accordance with the Contract.

27.3. Payment Following Termination.

- a. In the event this Contract, any Task Order, and/or Consultant's Services, or any portion of any of them, is terminated by LAWA, LAWA shall pay Consultant the amount calculated below subject to LAWA's right to withhold payment from Consultant.
- b. LAWA shall pay the Consultant such termination amount equal to the amount otherwise due to the Consultant for Services provided up to the termination date. Such payment shall be due on the later of thirty (30) days following termination and LAWA's receipt and approval of Consultant's invoice(s) therefor.
- c. LAWA shall not be liable to pay Consultant for the cost of Services performed, nor for expenses incurred by Consultant, subsequent to the termination effectiveness date. LAWA shall not in any case be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever arising from LAWA's termination of all or any portion of a Task Order, this Contract, and/or Consultant's Services.
- d. In the event of termination for Default, all costs and charges incurred by LAWA, together with the cost of completing the Services under the Contract and any Task Order, including compensation for any LAWA authorized representative's services and all other expenses made necessary thereby, shall be deducted from any monies due or which may become due the Consultant. If such expense exceeds the sum which would have been payable under the Contract, then the Consultant shall be liable and shall pay to LAWA the amount of such excess.
- e. Any termination payment to the Consultant determined in accordance with this Section constitutes the Consultant's exclusive remedy for a termination hereunder.
- f. Anything contained in this Contract to the contrary notwithstanding, a termination for Default shall not waive any right or claim to damages, with respect to indemnification, or otherwise, that LAWA may have and LAWA may

pursue any cause of action against Consultant that it may have under this Contract.

27.4. Consequences of Termination.

- a. All finished or unfinished documents and materials and Work Product produced or procured under this Contract, including all intellectual property rights thereto, will, to the extent not previously transferred or conveyed, become LAWA property upon, and promptly be delivered to LAWA following, the date of such termination unless otherwise noted in a Task Order(s).
- b. Consultant agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. This Section shall survive termination of the Contract.

28. Stop Work.

- a. LAWA may, at any time, upon written order to Consultant, require Consultant to stop all, or any part, of the Services called for by this Contract for a period of thirty (30) days. Said thirty (30) day period shall commence on the day the written order is delivered to Consultant, and shall further be extended for any period to which the Parties may agree. Any such order shall be specifically identified as a "Stop Work Order" issued pursuant to this clause.
- b. Upon receipt of such a Stop Work Order, Consultant shall forthwith comply with its terms.
- c. Within a period of thirty (30) days after a Stop Work Order is delivered to Consultant, or within any extension of that period to which the Parties have agreed, LAWA shall either:
 - i. cancel the Stop Work Order; or
 - ii. terminate the Services as provided in Section 27.
- d. If a Stop Work Order issued under this Section 28 is cancelled or expires, or the period of any extension thereof is cancelled or expires, Consultant shall not resume work until the Stop Work Order has been retracted in writing by LAWA. Upon issuance of the Stop Work Order an equitable adjustment shall thereafter be made for Consultant's time of performance, Consultant's compensation, or both, consistent with the provisions of Section 6.2 of this Contract, if:
 - i. the Stop Work Order results in an increase in the time required for, or in Consultant's cost properly allocable to, the performance of Services under this Contract; and
 - ii. Consultant asserts a valid claim for such adjustment within thirty (30) days after the end of the period of work stoppage; provided, however, that LAWA may investigate and substantiate any facts relating to any such claim.

- e. If a Stop Work Order is not cancelled or retracted, and the Services covered by such order are terminated for the convenience of LAWA, LAWA shall not be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever or any costs incurred by Consultant resulting from said Stop Work Order.
- f. It is understood and agreed that should LAWA decide that any portion of a Task Order and/or Consultant's Services shall be suspended or terminated, this Contract shall continue to apply to that portion or those portions of the Task Order and/or Services not suspended or terminated, and that such suspension or termination of a portion of a Task Order and/or Services shall in no way make void or invalidate this Contract as to that portion, or those portions, not suspended or terminated.

29. Consultant Representations and Warranties.

Consultant represents and warranties made by it and set out below are true and correct as of the Contract Effective Date and the effective date of any Task Order:

- a. Consultant is a [type of company], with all requisite power to own its properties and assets and carry on its business as now conducted or proposed to be conducted under this Contract and any Task Order.
- b. Consultant is duly qualified to do business in the State, and is in good standing in the State and, as applicable, its state of formation or incorporation.
- c. Consultant has full power, right, and authority to execute and deliver and perform this Contract, and to perform all of Consultant's obligations provided for under this Contract.
- d. Each Person executing this Contract on behalf of Consultant has been duly authorized to execute and deliver this Contract on behalf of Consultant.
- e. The execution, delivery, and performance of this Contract by Consultant has otherwise been duly authorized by all necessary action of Consultant.
- f. This Contract has been (or, at the time of execution and delivery, shall have been) duly and validly executed and delivered by Consultant.

30. Liability.

30.1. Joint and Several Liability.

In the event that Consultant, or its successors or assigns, if any, is comprised of more than one individual or other legal entity (or a combination thereof), then and in that event, each and every obligation or undertaking herein stated to be fulfilled or performed by Consultant shall be the joint and several obligation or undertaking of each such individual or other legal entity.

30.2. Waiver of Consequential Damages.

- a. Neither Party shall be liable to the other for any punitive, indirect, incidental, consequential or special damages of any nature, whether arising out of a breach of this Contract, tort (including negligence), or other legal theory of liability, including loss of bonding capacity, loss of bidding, loss of business or contracting opportunities, or other impact costs.
- b. The limitation set out above shall not apply to:
 - i. any amounts expressly payable pursuant to this Contract;
 - ii. Consultant's liability for claims and/or loss that are in respect of death or personal injury, to the extent that they are required to have been covered by insurance available to the Consultant, and amounts payable by Consultant under an indemnity pursuant to this Contract for third-party claims; and
 - iii. any Party's liability for loss arising out of fraud, willful misconduct, criminal conduct, recklessness, bad faith, or gross negligence on the part of the relevant Party.

30.3. No Personal Liability.

No agent, consultant, officer, or authorized employee of LAWA shall be responsible either personally or as an agent, consultant, officer or employee, or board member, for any liability arising under this Contract, it being understood that in such matters they act as representatives of LAWA.

30.4. Governmental Immunity.

The Parties acknowledge and agree that the each of LAWA and its officials, officers and employees are relying on, and do not waive or intend to waive, by any provision of this Contract, the monetary limitations or any other rights, immunities and protections provided by law, or otherwise available to each of LAWA and its officials, officers and employees.

31. Dispute Resolution.

- a. If any dispute arises out of or relates to this Contract, or the breach thereof, and if said dispute cannot be settled through direct discussions, the Parties agree to first endeavor to settle the dispute in an amicable manner through non-binding

mediation in Los Angeles County before seeking recourse in the Superior Court of the State of California for the County of Los Angeles.

- b. If the Consultant and LAWA cannot agree on an alternative dispute resolution service in Los Angeles County, then as a default pick, mediation shall be held before Judicial Arbitration and Mediation Services, Inc. (“JAMS”) in Los Angeles County. No written or oral representation made during the course of any mediation shall be deemed a Party admission. The cost of such mediation shall be shared equally by the Parties.
- c. Any lawsuit must be filed in Los Angeles County, California. Venue shall be at the Southwest District of the Superior Court of the State of California for the County of Los Angeles.

32. Parties to Contract.

32.1. Binding Effect; Successors and Assigns.

This Contract shall be binding upon and inure to the benefit of LAWA and Consultant and each of their respective permitted successors and assigns.

32.2. Assignment or Transfer Prohibited.

- a. Consultant shall not, in any manner, directly or indirectly, by operation of law or otherwise, hypothecate, assign, transfer, or encumber this Contract, or any portion thereof or any interest therein, in whole or in part, without the prior written consent of LAWA. The names of subcontractors/sub-consultants or others whom Consultant intends to employ to perform Services as part of the project(s) shall be submitted to LAWA for prior approval.
- b. For purposes of this Contract, the terms “transfer” and “assign” shall include, but not be limited to, the following: (i) if Consultant is a partnership or limited liability company, the transfer of fifty percent (50%) or more of the partnership interest or membership or the dissolution of the Consultant; and, (ii) if Consultant is a corporation, any cumulative or aggregate sale, transfer, assignment, or hypothecation of fifty percent (50%) or more of the voting shares of Consultant.

32.3. Limitations on Third Party Beneficiaries.

- a. The Parties agree that this Contract is solely for the benefit of the Parties and, nothing herein is intended to create any third-party beneficiary rights for third parties.
- b. Notwithstanding the foregoing, the duties, obligations, and responsibilities of the Parties with respect to third parties shall remain as imposed by law.

33. Business Tax Registration.

- a. Consultant represents that it has registered its business with the City Clerk of the City of Los Angeles and has obtained and presently holds from that office a

Business Tax Registration Certificate, or a Business Tax Exemption Number, required by City's Business Tax Ordinance (Article 1, Chapter 2, Sections 21.0 and following, of City's Municipal Code).

- b. Consultant shall maintain, or obtain as necessary, all such certificates required of it under said Ordinance and shall not allow any such certificate to be revoked or suspended during the term hereof.

34. Confidentiality of Information.

- a. Consultant acknowledges that all deliverables (including but not limited to Work Product, all drawings, documents, specifications, plans, reports, statistics and data whether or not expressly marked confidential) and any other information in any form prepared by or provided to Consultant in connection with this Contract (whether or not expressly marked confidential collectively, "Program Data") may contain information vital to the security of the Airports. Consultant shall take utmost precaution/measures while sharing information with its sub-consultants, and shall do so on a need-to-know basis only, even while working on the project(s). If Consultant fails to comply with this Section, Consultant shall be liable for the reasonable costs of actions taken by LAWA, the airlines, the FAA, or the TSA that the applicable entity reasonably incurs in good faith as a result of such failure, including, without limitation, the design and construction of improvements, procurement and installation of security devices, and posting of guards. Consultant and its sub-consultants shall store all the information gathered as part of this project in a secure and safe place during and/or after the performance of this Contract.
- b. Except as authorized in writing by LAWA, Consultant must not issue any publicity news releases or grant press interviews, and except as may be required by law during or after the performance of this Contract, disseminate any information regarding its Services or the tasks/projects to which the Services pertain.
- c. If Consultant is presented with a subpoena or a request by any governmental entity regarding any Program Data which may be in Consultant's possession by reason of this Contract, Consultant must immediately give notice to LAWA and to the City Attorney for the City of Los Angeles, with the understanding that LAWA shall have the opportunity to contest such process by any means available to it before any Program Data are submitted to any court, administrative agency, or other third party. Consultant, however, is not obligated to withhold the delivery beyond the time ordered by a court or administrative agency, unless the subpoena or request is quashed or the time to produce is otherwise extended.

35. Appropriation of Funds.

- a. Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated herein, and in order for LAWA to comply with its governing legal requirements, LAWA shall have no obligation to make any payments to Consultant unless LAWA shall have first made an appropriation of

funds equal to, or in excess of, its obligation to make any payments as provided in this Contract. Consultant agrees that any services provided by Consultant, purchases made by Consultant, or expenses incurred by Consultant, in excess of said appropriation(s), shall be free and without charge to LAWA, and LAWA shall have no obligation to pay for any of said services, purchases or expenses. Consultant shall have no obligation to provide services, nor to incur any expenses, in excess of the appropriated amount(s) until LAWA appropriates additional funds for this Contract.

- b. If LAWA does not appropriate additional funds in an amount equal to, or in excess of, its obligation to make any payments as provided in this Contract, either Party may terminate the Contract by providing thirty (30) days written notice to the other Party. The Parties agree that this termination provision shall have no force or effect on either of the Parties' respective rights to terminate this Contract under any other provision thereof.

36. Waiver.

The waiver by LAWA of any breach of any term, covenant, or condition contained in the Contract Documents shall not be deemed to be a waiver of any other term, covenant, or condition of the Contract Documents, or of any subsequent breach of the same term, covenant, or condition.

37. Miscellaneous.

37.1. Construction.

- a. It is the intention of the Parties hereto that if any provision of this Contract is capable of different constructions, one of which would render the provision void and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid. Language shall be interpreted according to its fair meaning and not strictly for or against Consultant or the City/LAWA.
- b. Conflicts in the application or interpretation of any parts of the Contract Documents that cannot be resolved shall be interpreted in accordance with the following order of precedence (the first listed being the highest precedence): the Contract; the Contract Exhibits (other than Exhibit 4); the Administrative Requirements; Task Orders; Contract Exhibit 4 (SOQ Extracts); any related RFTOP or documents making up a LAWA issued direct solicitation package; and the RFQ including its addenda.
- c. In the event that any of the provisions, or portions or applications thereof, of this Contract are held to be unenforceable or invalid by any court of competent jurisdiction, LAWA and Consultant shall endeavor to negotiate an equitable adjustment in the provisions of this Contract with a view toward effecting the

purpose of this Contract, and the validity and enforceability of the remaining provisions, portions or applications thereof shall not be affected thereby.

- d. This Contract shall be governed by and construed in accordance with the laws of the State, any applicable federal law, the Los Angeles City Charter, and the ordinances, regulations, codes, and Executive Orders enacted and/or promulgated pursuant thereto.
- e. The section headings appearing herein shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning or intent of the provisions of this Contract.
- f. Except as otherwise expressly provided or as the context may otherwise provide:
 - i. a reference to the term “Contractor” or similar terms within the Contract Documents shall be construed as a reference to the “Consultant” as defined herein;
 - ii. a reference to any section within this Contract (including in the Exhibits) is a reference to such section of this Contract (excluding the Exhibits); and
 - iii. a reference to an agreement or other document, or to any law or permit, shall be construed to be a reference to such agreement, document, law or permit as it may be amended, modified, replaced, or supplemented from time to time.
- g. The singular includes the plural and vice versa.
- h. Except as otherwise expressly provided in this Contract, a reference to a person includes such person’s permitted successors, assigns and transferees, and any and all gender-specific references, classifications, and/or language shall be interpreted to be gender-neutral.
- i. Words preceding “include”, “includes”, “including” and “included” shall be construed without limitation by the words that follow.
- j. Except as otherwise expressly provided in this Contract or as the context may otherwise provide, words and phrases not otherwise defined herein:
 - i. that have well-known insurance, engineering, construction, or specialized technical industry meanings shall be construed pursuant to such recognized meanings where such meaning would be contextually appropriate; and
 - ii. of an accounting or financial nature shall be construed pursuant to the Generally Accepted Accounting Principles (GAAP), in each case taking into account the context in which such words and phrases are used.

37.2 Integration of Provisions Required by Law.

- a. The Parties agree that any additional provisions not set forth in this Contract required by any existing or future law to be inserted in this Contract are and shall

be deemed to be incorporated in this Contract as and when required by or for compliance with such Law with effect from the date of their incorporation (unless the law expressly provides for retroactive effectiveness).

b. Subordination to United States Government

- i. The Parties agree that this Contract shall be subject and subordinate to the provisions of any existing or future agreement between LAWA or the City and the United States of America or the State relative to the use, operation or maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the transfer of federal rights or property to LAWA or the City or expenditure or reimbursement of federal or State funds (including federal grants-in-aid) for the development of the Airport, including but not limited to LAWA's Grant Assurance obligations to the federal government, or to any security requirements of state or federal government, including temporary security procedures or instructions.
- ii. In the event that this Contract, either on its own terms or by any other reason, conflicts with or violates such agreement referred to in the prior paragraph, LAWA shall promptly notify Consultant of such conflict or violation, and work with Consultant to amend, alter or otherwise modify the terms of this Contract in order to resolve such conflict or violation in a manner reasonably acceptable to both Parties.

37.3. Severability.

If any provision of this Contract is held or deemed inoperative or unenforceable because it conflicts with any other provision or provisions hereof, or any constitution, statute, ordinance, rule of Law, public policy, or any other reason, the circumstances shall not render the provision in question inoperative or unenforceable in any other case or circumstances, or render any other provision herein contained invalid, inoperative, or unenforceable to any extent. The invalidity of any one or more phrases, sentences, clauses, or sections contained in this Contract shall not affect the remaining portions of this Contract or any part thereof.

37.4. Amendments and Waivers.

No changes, amendments, modifications, cancellation, or waiver of this Contract or any Task Order, including with respect to the Services, or any part thereof, shall be valid unless in writing and signed by the authorized representatives of the Parties hereto, or their respective successors and assigns. Oral changes, amendments, modifications, cancellations, or waivers are not allowed and shall have no effect.

38. Notices.

- a. Unless the context otherwise requires, any reference to a “notice” in this Contract means a notice, request, demand, instruction, deliverable, or other communication, and any such notice must be made in writing.
- b. All notices and any other information required to be provided to a Party under this Contract shall be made in writing, and shall be delivered either personally, by overnight delivery service, by U.S. certified or registered mail, postage prepaid, or by email addressed to the Parties at their respective addresses indicated below or, at LAWA’s election, using the document management system or as provided by LAWA:
- c. Notices to City, LAWA, and to the City Attorney of the City of Los Angeles will, until Consultant's receipt of written notice otherwise from these parties, be addressed to said parties at:

Los Angeles World Airports	Office of the City Attorney
The Development Group	1 World Way
7301 World Way West, 10th Floor	P.O. Box 92216
Los Angeles CA, 90045	Los Angeles, CA 90045
- d. Notices to Consultant will, until LAWA's receipt of written notice otherwise from Consultant, be addressed to Consultant at:

Anser Advisory Management, LLC, An Accenture Company
300 Spectrum Center Drive,
Irvine, CA 92618
- e. Notices sent by overnight delivery service shall be deemed received on the Business Day (defined as any day other than a Saturday, Sunday or legal holiday in the State) following the date of deposit with the delivery service. Mailed notices shall be deemed received upon the earlier of the date shown on the return receipt, or the second Business Day after the date of mailing. Any notice sent by email or through the document management system will be deemed received when confirmed by written or electronic confirmation of receipt by the addressee of the email or equivalent digital documentation.
- f. Notwithstanding the foregoing, any service of process must at all times be physically delivered.

39. Vendor Discount.

Consultant agrees to offer LAWA any discount terms that are offered to its best customers for similar goods and services to be provided herein, and apply such discount to payments made under this Contract which meet the discount term. Consultant covenants, represents and warrants that all of the pricing benefits and terms granted by Consultant herein are at least as favorable to LAWA as the benefits and terms granted

by Consultant to any current customer or client for similar services offered by Consultant for time and materials (T&M) contracts.

40. Iran Contracting Act, 2010.

In accordance with California Public Contract Code Sections 2200-2208, contractors entering into or renewing contracts with the City for goods or services estimated at one million dollars (\$1,000,000) or more are required to complete, sign and submit the Iran Contracting Act of 2010 Compliance Affidavit ("Affidavit"). A copy of Consultant's completed Affidavit is attached hereto as Exhibit 5. Consultant's compliance with the terms of the Iran Contracting Act of 2010 is made a requirement and condition of this Contract.

41. LAWA Contractor Assessments.

- a. The LAWA Project Representative ("LPR"), Chief of Airport Planning - EPU, or his/her designee, shall evaluate Consultant's performance as often as the LPR deems necessary throughout the term of the Contract and after completion of the project and Services. Such evaluation shall be based on criteria provided in the LAWA Contractor Assessment ("LAWACA") Construction Project Instructions and LAWACA Rating Guidelines, incorporated into and made a material part of this Contract.
- b. LAWA shall provide Consultant with a copy of any LAWACA evaluation. Within fourteen (14) days of receipt of a copy of a LAWACA evaluation, Consultant may submit a response. LAWA may consider any LAWACA evaluation along with Consultant's response thereto, in evaluating future qualifications, proposals and/or bids submitted by Consultant to LAWA for contract award.

42. Execution.

- a. This Contract and any other document necessary for the consummation of the transaction contemplated by this Contract may be executed in counterparts, including counterparts that are manually executed and counterparts that are in the form of electronic records and are electronically executed. An electronic signature means a signature that is executed by symbol attached to or logically associated with a record and adopted by a party with the intent to sign such record, including facsimile or e-mail signatures. All executed counterparts shall constitute one agreement, and each counterpart shall be deemed an original.
- b. The Parties hereby acknowledge and agree that electronic records and electronic signatures, as well as facsimile signatures, may be used in connection with the execution of this Contract and electronic signatures, facsimile signatures or signatures transmitted by electronic mail in so-called PDF format shall be legal and binding and shall have the same full force and effect as if a paper original of

this Contract had been delivered that had been signed using a handwritten signature.

- c. All Parties to this Contract: (i) agree that an electronic signature, whether digital or encrypted, of a Party to this Contract is intended to authenticate this writing and to have the same force and effect as a manual signature; (ii) intended to be bound by the signatures (whether original, faxed, or electronic) on any document sent or delivered by facsimile or electronic mail or other electronic means; (iii) are aware that the other Party(ies) shall rely on such signatures; and, (iv) hereby waive any defenses to the enforcement of the terms of this Contract based on the foregoing forms of signature.
- d. If this Contract has been executed by electronic signature, all Parties executing this document are expressly consenting, under the United States Federal Electronic Signatures in Global and National Commerce Act of 2000 ("E-SIGN") and the California Uniform Electronic Transactions Act ("UETA") (California Civil Code §1633.1 et seq.), that a signature by fax, e-mail, or other electronic means shall constitute an Electronic Signature to an Electronic Record under both E-SIGN and UETA with respect to this specific transaction.

IN WITNESS WHEREOF, LAWA has caused this Contract to be executed on its behalf by Chief Executive Officer and Consultant has caused the same to be executed by its duly authorized officers, all as of the day, year and place first hereinabove written.

APPROVED AS TO FORM

Hydee Feldstein Soto, City Attorney

Date: _____

By: _____

Assistant/Deputy City Attorney

CITY OF LOS ANGELES

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Executive Officer

Department of Airports

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Financial Officer

Department of Airports

ATTEST:

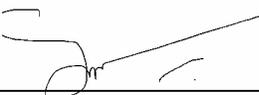
By:  _____

Secretary (Signature)

Giselle Navarrete _____

Print Name

ANSER ADVISORY MANAGEMENT LLC, AN ACCENTURE COMPANY

By:  _____

Signature

Sunil Mallaiah

Print Name

Senior Vice President

Print Title

EXHIBITS

- Exhibit 1:** Position Descriptions, Key Personnel, & Common Rates
- Exhibit 2:** Cost Reimbursement Guidelines
- Exhibit 3:** Scope of Services
- Exhibit 4:** SOQ Extracts
- Exhibit 5:** Iran Contracting Act of 2010 Compliance Affidavit
- Exhibit 6:** Civil Rights – Title VI Assurances
- Exhibit 7:** Special Insurance Provisions

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL, & COMMON RATES

[See attached Position Descriptions, Key Personnel, & Common Rates.]

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
ADA Consultant	Bachelor's degree in architecture or related field is preferred	Certified Access Specialist (CASp) certification is required. Optional certifications may include professional licensure, PMP, CCM and others.	5 or more years of experience in ADA consulting at large airport or similar facility. Experience with fulfillment of FAA requirements regarding ADA reporting is preferable.	Ability to perform detailed project site visits and author ADA focused reports quickly. Ability to work with project teams to support compliance with ADA. Able to find effective and expedient solutions to ADA issues. Able to work with the FAA and other stakeholders to fulfill ADA requirements and reporting. Works with little supervision required and achieves goals. Maintains professional demeanor in fast-paced and dynamic work environment.	\$160.00	x			
Administrative Assistant I	High school diploma (or equivalent)	None	Up to 5 years experience as an administrative assistant or related position	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$45.00	x			
Administrative Assistant II	High school diploma (or equivalent)	None	5 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$55.00	x			
Administrative Assistant III	High school diploma (or equivalent)	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$65.00	x			
Administrative Assistant IV	Post-Secondary Education	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$85.00	x			
Administrative Assistant V	Post-Secondary Education	None	15 years or more experience as administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$95.00	x			
Architect I	Bachelor's degree or Master's degree in Architecture	Licensed Architect (<i>preferably by CA Board of Architects</i>) is required. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$130.00	x			
Architect II	Bachelor's degree or Master's degree in Architecture	Licensed Architect (<i>preferably by CA Board of Architects</i>) is required. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	5 years or more experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$170.00	x			
Architect III	Bachelor's degree or Master's degree in Architecture	Licensed Architect (<i>preferably by CA Board of Architects</i>) is required. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	10 years or more experience as a licensed architect Has demonstrable specialized experience/area of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$210.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Architect IV	Bachelor's degree or Master's degree in Architecture. Master's degree in Architecture (or related field) strongly preferred	Licensed Architect (<i>preferably by CA Board of Architects</i>) Optional certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	15 years or more experience as a licensed architect Has demonstrable specialized experience/area of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	In responsible charge of architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. May make presentations to stakeholders, create presentations, assist in writing governance documents, do updates to the architectural standards, perform code reviews and assist to resolve issues on projects during design and in the field. Specialized experience and/or expertise required for the successful delivery of specific aviation related architectural work. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$250.00	x			
Architectural Designer I	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	Up to 5 years' experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$120.00	x			
Architectural Designer II	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	5 years or more experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$140.00	x			
Architectural Designer III	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	10 years or more experience. Supports major scope elements and may manage design team members.	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$180.00	x			
BIM Administrator I	A higher education school diploma equivalent to at least and upper secondary school diploma	BIM Certification (to ISO 19650)	3 years or more of general work experience in the technical field; at least 1 year of specific work experience using the BIM method appropriate to the required professional profile. Direct experience with Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating 3D models in either Revit, Civil 3D, Navisworks and VEO, Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$80.00	x			
BIM Administrator II	A higher education school diploma equivalent to at least and upper secondary school diploma	BIM Certification (to ISO 19650)	5 years or more of general work experience in the technical field; at least 2 years of specific work experience using the BIM method appropriate to the required professional profile. Requires intermediate use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO, Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$110.00	x			
BIM Administrator III	Minimum associate degree in Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	10 years or more of general work experience in the technical field; 3 years or more of specific work experience using the BIM method appropriate to the required professional profile. Requires advanced use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO, Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$130.00	x			

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Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
BIM Manager	Bachelor's degree in Architecture or Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	15 years or more of BIM experience in the technical field; 3 years or more of management experience specific to a team using the BIM method appropriate to the required professional profile. Requires advanced use Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Responsible for the overall management, direction and implementation of the BIM process. Facilitates the successful implementation of BIM technology and related processes.	\$200.00	x			
Claims Specialist I	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	10 years or more of experience analyzing and negotiating construction claims on large complex complex projects.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures.	\$240.00	x			
Claims Specialist II	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	15 years or more of experience analyzing and negotiating construction claims on large complex complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$260.00	x			
Claims Specialist III	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	20 years or more of experience analyzing and negotiating construction claims on large complex complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$285.00	x			
Commissioning I	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	5 years or more of experience as a commissioning agent or commissioning specialist.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$140.00	x			
Commissioning II	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	10 years or more of experience as a commissioning agent or commissioning specialist.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$170.00	x			
Commissioning III	Bachelor's degree in Engineering or related field. Master's degree preferred	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	15 years or more of experience as a commissioning agent or commissioning specialist. Experience managing and leading a commissioning team.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$220.00	x			
Construction Logistics Manager	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs. Manages team of logistics experts.	Reports on a regular basis to update construction activities in the CTA and report any potential conflicts between projects that may have planning, operational, schedule or cost impacts. Submit an executive summary of the Logistics Team monthly report summarizing the progress and utilization of the team, areas of further discussion that may cause potential impacts and the Logistics master schedules. Responsible for all reporting on all aspects of reporting, quality and accuracy of the reporting, maintaining a logistics dashboard showing nearterm and longterm logistics information. works actively and collaboratively across TDG. The Logistics Manager will identify the need for the development of new procedures or the refinement of existing procedures within TDG and make recommendations. The Manager will manage the Logistics Specialist. The Logistics Manager will work with the Logistics Team, Project Managers, Operations and Contractors to develop a graphic representation of construction projects and the potential impacts that are affected by those projects.	\$200.00	x			
Construction Logistics Specialist I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc.	5 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Creates reports and communication regarding logistics on multiple projects.	\$90.00	x			

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* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Construction Logistics Specialist II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$120.00	x			
Construction Logistics Specialist III	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$150.00	x			
Construction Manager I	Bachelor's degree in Construction Management, Engineering or related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$120.00	x			
Construction Manager II	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$150.00	x			
Construction Manager III	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$180.00	x			
Construction Manager IV	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	15 years or more Construction Management experience, preferably on airport projects and large complex multi year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$210.00	x			
Construction Manager V	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	20 years or more Construction Management experience, preferably on airport projects and large complex multi year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$230.00	x			
Contract Administrator I	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	3 years or more experience in the administration of commercial/government contracts	Performs a broad range of contract administrative duties, including procurements, billings, insurance, badging, and compliance.	\$85.00	x			
Contract Administrator II	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	5 years or more experience in the administration of commercial/government contracts	Performs a broad range of contract administrative duties, including procurements, billings, insurance, badging, and compliance.	\$110.00	x			
Contract Administrator III	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	10 years or more experience in the administration of commercial/government contracts	Works in collaboration with the Project Management team to ensure projects are delivered in compliance with all contractual terms and conditions and LAWA, City, State and Federal requirements	\$140.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Cost Engineer I	Bachelor's degree in Engineering, Constuction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Preferred cost engineer certification, i.e. CCE, CCP	3 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$110.00	x			
Cost Engineer II	Bachelor's degree in Engineering, Constuction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required cost engineer certification, i.e. CCE, CCP	5 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$140.00	x			
Cost Engineer III	Bachelor's degree in Engineering, Constuction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required cost engineer certification, i.e. CCE, CCP	10 years or more of cost engineering experience directly related to construction projects, preferably aviation projects; Experience managing a team of cost engineers	Manages project/s cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$170.00	x			
Cost Estimator I	Bachelor's degree in Engineering, Constuction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional Licensure or Certification.	3 years or more of estimating experience directly related to both engineering and construction projects	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications. on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$110.00	x			
Cost Estimator II	Bachelor's degree in Engineering, Constuction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required to have certified estimating professional credentials.	5 years or more of estimating experience directly related to both engineering and construction projects	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications. on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$140.00	x			
Cost Estimator III	Bachelor's or Master's degree in Engineering, Constuction Management or related field.	Certifications required, may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required to have certified estimating professional credentials.	10 years or more of estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators.	Performs more complex assignments and may lead a team of estimators engaged in the following: Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications. on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$170.00	x			
Cost Estimator IV	Bachelor's or Master's degree in Engineering, Constuction Management or related field. Master's degree preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required to have certified estimating professional credentials.	15 years or more of general estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators. Has demonstrable specialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$200.00	x			
Cost Estimator V	Bachelor's or Master's degree in Engineering, Constuction Management or related field. Master's degree strongly preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional Licensure or Certification. Required to have certified estimating professional credentials.	20 years or more of general estimating experience directly related to both engineering and construction projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$220.00	x			
Design Manager I	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	5 or more years of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of aviation improvements experience preferred.	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$110.00	x			
Design Manager II	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	10 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience preferred.	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$140.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Design Manager III	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer strongly preferred	15 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience required. Experienced managing a team of design professionals.	Manages a Team of team of architects, engineers, and other professionals to guide the design, permitting, and construction-procurement of various airport capital improvement projects	\$170.00	x			
Digital Specialist I	Bachelor's degree in IT or related field.	IT certifications preferred.	5 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$85.00	x			
Digital Specialist II	Bachelor's degree in IT or related field.	IT certifications required.	10 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$120.00	x			
Digital Specialist III	Bachelor's degree in IT or related field.	IT certifications required.	15 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$140.00	x			
Document Control Technician I	Two-year technical degree	Certifications for document control professionals highly desirable	5 years or more of experience with document processing and data management.	Receives and sends project documents to project staff, responds to records requests, and assists in the preparation of project files and administrative record for final closeout and retention.	\$75.00	x			
Document Control Technician II	Two-year technical degree	Certifications for document control professionals highly desirable	5-10 years' experience with document processing, data management, and document processing.	Manages the dissemination of project documents to project staff, maintains both hard copy and electronic files, responds to records requests, and prepares project files and administrative record for final closeout and retention.	\$85.00	x			
Document Control Technician III	Two-year technical degree Bachelor's degree preferred	Certifications for document control professionals highly desirable	10 years or more of experience with document processing, data management, and document processing. Experience managing a team of document control technicians.	Manages project documents, maintains both hard copy and electronic files, and coordinates the project files and administrative records for final closeout and retention. Collaborate with legal team to respond to administrative record requests and/or legal challenges.	\$120.00	x			
EIT Economic Impact Team Manager* <i>*Key Personnel for Scope Category 2 Only</i>	B.S. / B.A. degree in engineering, construction, or business-related field; Master's degree preferred.	Relevant Professional Licensure &/or Certifications are preferred.	15+ years of experience in construction project or program management; Experience in alternative project delivery methods including construction manager at risk and design-build preferred	Responsible for the day-to-day management of the TDG Economic Impact Team (EIT) and implementation of the EIT CIP Strategic Execution Plan; Monitors and enforces contract provisions for inclusivity, workforce development, and prompt payment related to the CIP; Develops and uses custom reporting and applications to monitor compliance and improve processes; Develops training and workforce pathway programs; Works develop and review RFP technical requirements to maximize economic impact through all CIP projects; Monitors and supports enforcement of workforce development and business inclusion contract provisions; coordinates RFQ/RFP development between The Development Group and Strategic Sourcing Division; Monitors adherence to CA and federal procurement guidelines; and provides advice on best practices and lessons learned; Coordinates strategies and activities with and submits reports to the LAWA Director of Economic Impact & Transformation and the Capital Program Executive/Chief Development Officer.	\$200.00			x	
EIT Labor Compliance Specialist I	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 5 years of experience performing Labor Compliance Analyst duties for comparable publicly funded projects/programs. Knowledge of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations; assist contractors with compliance inquiries; and analyze LCP Tracker reports for compliance trends.	\$90.00			x	

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
EIT Labor Compliance Specialist III	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 6 to 9 years of experience performing Labor Compliance Analyst duties for a public agency mega project(s). High proficiency use of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations; assist contractors with compliance inquiries; and analyze LCP Tracker reports for compliance trends; Coordinates with LAWA Project Team and City of Los Angeles Office of Contract Compliance Public Works - Bureau of Contract Administration (BCA) to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Respond to prevailing wage questions/concerns/matters that may arise from contractors and construction workers; Review contractor labor policies for compliance with state and federal regulations	\$120.00			x	
EIT Labor Compliance Specialist III	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; may support procurements in regards to the economic impact through all CIP projects; Monitor and support enforcement of workforce development and business inclusion provisions; Report, track and monitor contract compliance with economic impact contract requirements; Provide critical program support to develop clear framework and effective procedures to standardize, clarify, and implement quality control and best practices to maximize opportunity through CIP projects; and Ensure that the intent and objectives of LAWA'S economic impact initiatives are set forth clearly and implemented consistently, effectively, and professionally.	\$140.00			x	
EIT Labor Compliance Specialist IV	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provides state and federal prevailing wage rates for inclusion in contract solicitation documents; Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Review contractor labor policies for compliance with state and federal regulations; and provide contractor and staff training to ensure proactive compliance approach.	\$160.00			x	
EIT Labor Compliance Specialist V	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 15+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provides state and federal prevailing wage rates for inclusion in contract solicitation documents; Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Review contractor labor policies for compliance with state and federal regulations; and provide contractor and staff training to ensure proactive compliance approach; Respond to requests regarding certified payroll reports and/or other payroll related/labor compliance documents; Track changes and updates to state and federal labor compliance and prevailing wage regulations and standards; with the assistance of the LCO apply changes/updates to the labor compliance procedures and practices accordingly; Act as the main point of interaction between the LAWA, BCA, and the LCPTracker team.	\$180.00			x	
EIT Workforce Development Coordinator I	AA Degree	None	Minimum 2 years of experience conducting outreach for local worker hiring program or community-based workforce development program.	Works with the Economic Impact Team to help develop, implement and support workforce development initiatives and/or programs such as college internship program and youth STEM engagement; Coordinates with LAWA Staff to monitor and track workforce development metrics and compile bi-weekly reports; coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement.	\$90.00			x	
EIT Workforce Development Coordinator II	AA Degree or Bachelor's degree	None	Minimum 3 to 5 years of experience working on local worker hiring program for a mega project and/or multi-billion dollar capital program. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusivity and Workforce Development Plans; Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts; Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$120.00			x	

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EIT Workforce Development Coordinator III	Bachelor's degree	None	6 to 10 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusivity and Workforce Development Plans; Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts; Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$140.00			x	
EIT Workforce Development Coordinator IV	Bachelor's degree	None	15 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusivity and Workforce Development Plans; Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts; Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$160.00			x	
EIT Workforce Development Coordinator V	Bachelor's degree	None	20 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusivity and Workforce Development Plans; Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts; Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$180.00				
Engineer I	Bachelor's degree in Engineering	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$110.00	x			
Engineer II	Bachelor's or Master's degree in Engineering	Licensed Engineer or EIT required (preferably by CA Board of Engineers) Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	5 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$150.00	x			
Engineer III	Bachelor's or Master's degree in Engineering	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is preferred. For geotechnical engineers GE is preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$200.00	x			

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Engineer IV	Bachelor's or Master's degree in Engineering	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects. Managing team of engineers working on multiple projects. Has demonstrable specialized experience/area of expertise.	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$260.00	x			
Engineer V	Bachelor's or Master's degree in Engineering (preferably Master's)	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	20 years or more experience, preferably on airport projects. Managing large team of engineers working on multiple complex projects. Has demonstrable specialized experience/area of expertise.	Manages large team of engineers working on multiple, complex projects. Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$300.00	x			
Field Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$90.00	x			
Field Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$115.00	x			
Field Engineer III	Bachelor's degree in Engineering, Construction Management or other related field. Masters degree preferred.	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$130.00	x			
Geologist I	Bachelor's degree in Geology, Chemistry, Physics, Mathematics, or other related field required.	Relevant Professional Licensure & Certifications.	5 years of geological experience	Assists in conducting research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects.	\$85.00	x			
Geologist II	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required.	Relevant Professional Licensure & Certifications.	10 years or more of geological experience	Conducts research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Assists with the development of technical reports and mitigation measures to mitigate impacts.	\$100.00	x			
Geologist III	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required. Master's degree preferred.	Certified by the Applied and Natural Science Accreditation Commission of ABET (preferred but not required) and any relevant Professional Licensure &/or Certifications.	15 years or more of geological experience	Manages research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Manages the development of technical reports and mitigation measures to mitigate impacts. Manage field investigations to ensure the mapping and evaluating of geologic data. Must have the ability to prepare and interpret geologic maps, cross sections, stratigraphic columns, and written reports.	\$120.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
GIS Specialist I	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	Relevant Certifications.	5 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	Prepares data related to GIS in support of Proposed Project definitions and analysis.	\$90.00	x			
GIS Specialist II	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	10 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	May coordinate data related to GIS in support of Proposed Project definitions and analysis, and QAQC of data for existing/proposed facilities and infrastructure. Assist in building CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$120.00	x			
GIS Specialist III	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	15 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects. Experience managing a project or a team of GIS specialists.	Manages and maintains data related to GIS in support of Proposed Project definitions and analysis, and QAQC of data for existing/proposed facilities and infrastructure. Build CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$140.00	x			
Graphic Designer I	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	5 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Assists in preparing ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations.	\$60.00	x			
Graphic Designer II	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	10 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; may translate statistical and other data into charts, graphs, illustrations and projection slides.	\$75.00	x			
Graphic Designer III	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	15 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$100.00	x			
Graphic Designer IV	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	20 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$120.00	x			
Inspection Quality Assurance Assistant Manager	Bachelor's degree in Civil Engineering or relevant field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more of experience providing quality assurance on vertical, tunnel or heavy civil construction types projects.	Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. The Assistant Quality Assurance Manager assists with the preparation and implementation of changes and/or updates to the Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed. have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	\$160.00		x		
Inspector, Construction	High school diploma (or equivalent)	30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing inspection of large scale Public Works type projects	Inspects the construction of a wide variety of airport improvements, utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work, and may provide construction inspection support. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measures and documents job quantities. Documentation and information retrieval may require computer literacy skills. Construction Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Inspector, Deputy Building	High school diploma (or equivalent)	Valid Los Angeles City Department of Building and Safety (LADBS) license for the scope of work being inspected; have a thorough knowledge of building construction practices, and be experienced in one or more of the expertise areas listed below: -Reinforced concrete -Reinforced masonry -Structural Steel and Welding -Prestressed Concrete Controlled Activities: -Sprayed Applied Fireproofing -Drilled-in-Anchors -Shotcrete Soils/Grading -Seismic Resistance 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing as a LADBS Deputy Building Inspector large scale type projects	Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings; verify compliance with the aforementioned contract documents; and communicate effectively with Contractors, engineers, architects, and project management staff. Documents daily progress of the work, prepare monthly progress payment request, track various changes, verify time and material work, measure and document job quantities. Documentation and information retrieval may require computer literacy skills. Deputy Building Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		x		
Inspector, Electrical/IT	High school diploma (or equivalent)	Current ICC Certification as a Commercial Electrical Inspector; Proof of NFPE-70E standards. Completion of training must have been achieved within the last 3 years 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	Electrical/IT inspection staff shall have at 3 years or more of experience performing electrical/IT inspections; For task on the Airfield, 3 years or more of experience with airfield lighting is required.	Electrical/IT inspection staff shall have a thorough knowledge of the methods, materials and techniques of the electrical/IT trade; the ability to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction; have a general understanding of low voltage systems including fire/life safety and information technology; have the ability to read and interpret contract documents, electrical codes, applicable standards. Electrical/IT Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		x		
Inspector, Mechanical	High school diploma (or equivalent)	Current ICC Certification as a Commercial Mechanical Inspector; 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	3 years or more of experience performing mechanical inspections on large scale Public Works type projects	Mechanical inspection staff possess a thorough knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations; shall have the ability to diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship. Document daily progress of work and inspect construction activities by applying knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations; Diagnose and document hazards of unsanitary conditions caused by faulty materials or poor workmanship. Mechanical Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		x		
Inspector, Plumbing	High school diploma (or equivalent)	Current ICC Certification as a Commercial Plumbing Inspector; possess a thorough 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	3 years or more of experience performing plumbing inspections;	Plumbing Inspector shall have knowledge of the materials and methods used in the installation of plumbing installations; shall have a general understanding of plumbing systems including domestic water and sewage systems; and thorough knowledge of fire sprinkler pipe installations. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measures and documents job quantities. Documentation and information retrieval may require computer literacy skills.	Subject to Prevailing Wage		x		
Inspector, Shop Fabrication	High school diploma (or equivalent)	Certifications such as CWI and NDT are highly desired and may be required for certain assignments. 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing in-process fabrication inspections of products associated with building and/or airfield construction projects.	Shop Fabrication Inspector shall possess a thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, mechanical equipment, architectural metals and specialized fabrications.	\$105.00		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Intern	High school graduate	None	None	Assists in a variety of tasks and activities related to the scope of this contract. The goal is for the candidate to obtain work experience while fostering an interest in the aviation planning and project delivery and to develop the workforce for future projects.	\$30.00	x	x	x	
IT Technical Support I	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	5 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$80.00	x			
IT Technical Support II	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	10 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$110.00	x			
IT Technical Support III	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	15 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$130.00	x			
IT Technical Support Manager	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	15 years or more of experience. Manages IT technical support team to support large complex organizations.	Manages and evaluates the performance of a help desk team, ensuring timely and accurate customer service. Recruit, train, and support help desk representatives and technicians. Establish customer service standards, contribute to improving customer support, and provide feedback to internal teams. Develop reports on team productivity and maintaining a problem-solving attitude to ensure high-quality technical support and enhance user satisfaction. Assists with review, testing, and implementation of technology solutions to increase productivity and efficiency.	\$175.00	x			
Office Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$100.00	x	x		
Office Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$125.00	x	x		
Office Engineer III	Bachelor's degree in Engineering, Construction Management or other related field. Masters degree preferred.	Licensed Engineer (<i>preferably by CA Board of Engineers</i>) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$140.00	x	x		

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
ORAT Consultant I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Certifications may include APQC, BPMI, IxDA; HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	5 years or more experience, preferably on airport projects	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$100.00	x			
ORAT Consultant II	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IxDA; HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	10 years or more experience, preferably on airport projects	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$140.00	x			
ORAT Consultant III	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IxDA; HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	15 years or more experience, preferably on airport projects Including experience leading a large team of ORAT professionals.	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$180.00	x			
Planner I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	5 years or more experience, preferably on airport projects	Assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$100.00	x			
Planner II	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner certification required. Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications preferred.	10 years or more experience, preferably on airport projects	Works with a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$130.00	x			
Planner III	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner certification required. Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications strongly preferred.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	Coordinates and may manage a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to develop planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$150.00	x			
Principal in Charge*	Bachelor's or Master's Degree in Engineering, Project Management, Business, Computer Science, Education, Business/Management, Business/Administration, Urban Planning, Construction, or Architecture	Holds a leadership position in the Applicant (prime firm) reflected by a corporate title, ownership of the firm, or equivalent.	Typically 20+ Years Experience.	<p>The principal shall have a corporate or leadership function in the firm. This role shall have the authority to act as an agent on behalf of the firm in regard to matters regarding the contract and related services.</p> <p>Issues are escalated to this role, ensures overall satisfaction on the delivery of services, negotiates contractual matters, the LAWA Contractor Assessment is sent to this team member.</p>	\$300.00	x			

*Key Personnel for Base Scope; to be a member of the prime Applicant firm

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Project Controls I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	5 years experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$110.00	x			
Project Controls II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$140.00	x			
Project Controls III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	15 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$180.00	x			
Project Controls IV	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	20 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$200.00	x			
Project Controls V	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	25 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$225.00	x			
Project Manager I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc.	5 years or more experience, preferably on airport projects	Provides input on projects from design development stage through construction to ensure Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in coordinating with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Prepares messaging plan, notices, contingency planning and other tasks as needed.	\$130.00	x			
Project Manager II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport projects	Assists in the development and implementation of work packages and Task Orders. May provide direction and input on projects from design development stage through construction. Ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in facilitating coordination with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Assist in implementing messaging plan, notices, contingency planning and other tasks as needed.	\$160.00	x			
Project Manager III	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects	Manages the development and implementation of work packages and Task Orders. Provides direction and input on projects from design development stage through construction. May act as LAWA's primary representative on a project, establishes standards for meeting minutes, records, etc. and ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Facilitates coordination with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Coordinates messaging plan, notices, contingency planning and other tasks as needed.	\$210.00	x			
Project Manager IV	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager III, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfilment of LAWA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$240.00	x			
Project Manager V	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	20 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager III, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfilment of LAWA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$280.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Public Outreach Lead	Bachelor's or Master's degree in Public Relations, Communications, Planning, journalism, marketing, or related field. Master's degree preferred.	Relevant Professional Licensure & Certifications are strongly-preferred.	15 years or more experience, preferably as a Public Information Officer, conducting meaningful engagement with local business and community stakeholders, public agencies and/or regulatory agencies and officials.	Manages and leads the community outreach programs, including but not limited to public relations strategies to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Leads the coordination and marketing of public outreach events (Open Houses, Workshops, Public Hearings, etc.). Develops strategies to connect with stakeholders, and general public; may represent LAWA with stakeholders; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$250.00	x		x	
Public Outreach Specialist I	Bachelor's in Public Relations, Communications, Planning, journalism, marketing, or related fields	Relevant Professional Licensure & Certifications.	5 years or more of relevant experience.	Assists with community outreach programs, including but not limited to public relations; social media; public outreach materials. Assists with public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in connecting with local stakeholders, and general public; and perform other tasks as needed.	\$120.00	x		x	
Public Outreach Specialist II	Bachelor's or Master's Degree in Public Relations, Communications, Planning, journalism, marketing, or related fields	Relevant Professional Licensure & Certifications are preferred.	10 years or more relevant experience.	Assists in the development of community outreach programs to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Assists in organizing public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in identifying and connecting with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$150.00	x		x	
Public Outreach Specialist III	Bachelor's or Master's Degree in Public Relations, Communications, Planning, journalism, marketing, or related fields. Master's Preferred	Relevant Professional Licensure & Certifications are strongly-preferred.	15 years or more relevant experience.	Develops the community outreach programs to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials).Coordinates public outreach events (Open Houses, Workshops, Public Hearings, etc.). Identifies and connects with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$200.00	x		x	
Quality Control Manager	Bachelor's degree or equivalent	Six Sigma, CQE or CQA preferred	5 years or more experience, preferably on projects undergoing environmental documentation	Plan, execute, and oversee inspections of deliverables and testing for quality and conformance to specifications and scope; assist project management by tracking, documenting, and responding to details of quality and accuracy issues; investigate reports of quality issues and ensure resolution in accordance with project and contract guidelines, consultant firm specifications and regulatory requirements.	\$160.00		x		
Safety, Assistant Manager I	High school diploma (or equivalent)	The Assistant Safety Manager I must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credentials.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager I works with contractors, LAWA inspection, the Project Management Teams, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regard to safety and security requirements.	\$150.00		x		
Safety, Assistant Manager II	High school diploma (or equivalent)	The Assistant Safety Manager II must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credential The Assistant Safety Manager II may also be required to be a California OSHA 10/30 instructor and a CPR/1st Aid instructor.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	Assistant Safety Manager II may be a night shift position that works with multiple contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. Monitors and documents all work taking place at night and has limited supervision.	\$170.00		x		
Safety, Assistant Manager III	High school diploma (or equivalent)	The Assistant Safety Manager III must at a minimum have an active Board of Certified Safety Professionals (BCSP) Associate Safety Professional (ASP), a CSP, or a Certified Industrial Hygienist.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager III works with contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. The Assistant Safety Manager III may be a BCSP The ASM III may be assigned to assist the Program Safety Manager in managing the Safety Team and the Safety Program as directed by the Program Safety Manager.	\$180.00		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Safety, Program Manager* <i>*Key Personnel for Scope Category 1 Only</i>	Bachelor's degree in Safety and Health, Engineering, Environmental Sciences or related field.	The Program Safety Manager must at a minimum have an active Board of Certified Safety Professionals (BCSP) Certified Safety Professionals (BCSP), Associate Safety Professional (ASP), Certified Industrial Hygienist (CIH), or Construction Health and Safety Technician (CHST) credentials.	Minimum of 15 years of verifiable professional safety experience on heavy construction projects, preferably in an aviation environment. Manages team of safety staff.	Manages LAWA's Airports Development safety program and team of safety technicians, assists LAWA management in setting and monitoring safety program policies and goals and reports back to LAWA management on compliance of those policies.	\$200.00		x		
Scheduler I	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional Licensure & Certifications are preferred.	Up to 5 years of scheduling experience in direct support of an active construction project. Requires use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$90.00	x			
Scheduler II	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional Licensure & Certifications are strongly-preferred.	5 years or more of scheduling experience in direct support of an active construction project. Requires intermediate use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$130.00	x			
Scheduler III	Bachelor's degree in Engineering, Construction Management or related field.	Relevant Professional Licensure & Certifications are strongly-preferred.	10 years or more of scheduling experience with 5 plus years in direct support of an active construction project Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Performs complex reviews and analysis of contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$175.00	x			
Scheduler, Program	Bachelor's degree in Engineering, Construction Management or related field. Master's degree in related field is preferred.	Relevant Professional Licensure & Certifications.	15 years or more of scheduling experience with 10 plus years of reporting (milestones, inter-dependencies, etc.) in direct support of an active construction program covering multiple projects and varying project delivery methods. Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.;	In addition to duties performed by schedulers, performs oversight of project schedulers to ensure consistency and accuracy across the CIP. Performs complex schedule analysis and assists in identification of risks, interdependencies across projects, and claims management. Develops and implements KPIs. Applies scheduling experience on large and complex projects (\$500+ million) throughout the project lifecycle, including planning, design, and construction.	\$220.00	x			
Scientist I	Bachelor's degree in natural science or science-related field	Relevant Professional Licensure & Certifications are preferred .	Up to 5 years' experience. Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$80.00	x			
Scientist II	Bachelor's degree in natural science or science-related field	Relevant Professional Licensure & Certifications are preferred.	5 years or more experience. Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$100.00	x			
Surveyor I	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is preferred.	Up to 5 years surveying experience.	Assists in conducting surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites.	\$90.00	x			
Surveyor II	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is strongly preferred.	5 years or more surveying experience.	Directs or conducts surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites.	\$120.00	x			

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Surveyor III	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is required.	10 years or more surveying experience.	Oversees and leads a team of surveyors who conduct surveys, prepare data, charts, plots, maps, records, and documents related to surveys, verify and certify the accuracy of survey data, including measurements and calculations conducted at project sites.	\$150.00	x			
Third Party Coordinator I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	5 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$120.00	x			
Third Party Coordinator II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$160.00	x			
Third Party Coordinator III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	15 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$200.00	x			

EXHIBIT 2: COST REIMBURSABLES

A. COMPENSATION FOR PERSONNEL

LAWA will compensate the Consultant, if awarded a Task Order(s), for personnel costs based upon the fully burdened common hourly rates listed in Exhibit 1 to the Contract (hereinafter referred to as “Billable Hourly Rates”) and actual hours worked, if Services are being provided by the Consultant on time and materials basis. Additionally, the Consultant is allowed a mark-up of no more than 3% on first-tier sub-consultant/subcontractor direct labor for the management of the sub-consultant/subcontractor work.

Billable Hourly Rates may be increased by three percent (3%) after the initial year of the Contract term for each additional Contract term year (“3% Increase”). However, in no event will Billable Hourly Rates be increased by more than three percent (3%) per Contract year without prior written justification and approval by LAWA. Moreover, LAWA, in its sole discretion, may suspend the 3% Increase.

LAWA’s approval of Consultant-requested or LAWA-requested additional personnel will not entitle Consultant to any additional compensation beyond the limit established via the Contract, the project(s) specific Task Order, and/or herein.

LAWA hereby relies upon the Consultant to properly designate its employees as exempt or non-exempt under the Fair Labor Standards Act. LAWA will not reimburse any Consultant for back pay, penalty or interest imposed by the Department of Labor in the event of a dispute regarding the improper designation of its employees.

B. REIMBURSABLE EXPENSES

The Consultant, if awarded a Task Order(s), will be reimbursed for the following costs in accordance with City policy, subject to amendments, and as provided below.

Reimbursable Expenses are in addition to the compensation for Consultant’s personnel performing Services, as provided in Section A, and will be actual expenditures made by the Consultant and/or Consultant’s employees and/or sub-consultants in connection with the Services provided pursuant to each awarded Task Order, if any, and only for the expenses listed in the following subparagraphs. LAWA expects, and Consultant’s SOQ should provide, that all expenses incurred by Consultant in its performance of Services, or which reasonably can be inferred from Consultant’s performance of Services, are included in the Billable Hourly Rates and no other expenses will be reimbursed by LAWA except as described in the following subparagraphs to the extent they are actually and reasonably incurred, required for the Consultant’s performance of Services pursuant to the Contract Documents, and approved in advance in writing by LAWA. The total of Consultant’s compensation for personnel and Reimbursable Expenses are not to exceed the not-to-exceed amount of each awarded Task Order, if any.

1. Travel-Related Expenses. Travel expenses are generally allowable reimbursable expenses when Consultant is traveling in connection with an awarded Task Order, if any, provided that the travel destination is farther than fifty (50) miles from both the subject Consultant's or sub-consultant's employee's primary residence and work location and has the specific prior written authorization of LAWA (hereinafter referred to as "Travel Status").
 - a. Air Travel. Air Travel expenses are allowable only for the lowest regular fare available for regularly scheduled airlines for the date and time selected. Official travel will be by the most direct routing and Consultant will maximize savings whenever possible including advance purchase options. LAWA will reimburse for the price of coach class, unrestricted ticket. When possible, economy or special fares are to be used. Reimbursement must be supported by legible copies of airline tickets and boarding passes. Electronic tickets and boarding passes are acceptable.
 - i. Other Than Coach Class Exception – When the use of other than coach-class is necessary to accommodate a medical necessity or other special need, a current written certification of the necessity and a recommended suitable class of transportation from a competent medical authority must be submitted. When coach class tickets are not available during the timeframe in which Consultant must travel.
 - ii. Checked Baggage Fees – In the cases where the Consultant is charged for the first checked bag per traveler, LAWA will reimburse for this fee. Baggage fees for additional items will not be automatically reimbursed unless a justification for a business need is provided. Checked baggage fees are considered a separate reimbursement expense and are not included as part of the per diem outlined below.
 - iii. Advanced Reservations and Change Fees – Consultant, when possible, should make every effort to make the flight reservation well in advance to be able to get the best price possible. LAWA will only reimburse for reservation change fees when the schedule change was requested by LAWA and is supported by documentation confirming LAWA's direction of schedule change.
 - iv. Non-Allowable Expenses – Comfort items such as paying for exit row seats or service upgrades, such as in-air WiFi, are not allowable.
 - b. Ground Transportation. The least expensive and most practical form of public transportation is generally an approved reimbursable expense taking into consideration such factors as time and availability. Ground transportation will only be reimbursed as provided below. Ground transportation is defined as travel from home to airport and back and from destination airport to LAWA business location and back. Transportation in acquiring meals will not be

reimbursed. This expense is considered an incidental expense as discussed below and will be covered by the daily meal and incidental allowance.

For travel to locations other than LAX, prior written authorization is required and reimbursement of expenses will be computed based upon the City's Administrative Officer's published index listed for the destination and all conditions noted above will apply. Only Consultant's or its sub-consultant's personnel previously approved by LAWA may submit travel expenses for reimbursement.

i. Local Transportation. Local transportation costs incurred by Consultant or its sub-consultant while in Travel Status will be reimbursed as follows:

1. Taxi/Ride Share/Public Transportation/LAWA bus – Reimbursable at actual cost.
2. Rental Automobiles – Because of their cost, rental automobiles will be used only when their use will affect a savings or other advantage, or when the use of other transportation is not feasible. Rental automobiles should be limited to compact models when available. A legible copy of the automobile rental agreement is required for reimbursement. Rental of other than compact automobile is allowable when compacts are not available or if more than two members of Consultant's personnel and/or Consultant's sub-consultant's personnel in Travel Status are using the same rental automobile. All rental cars will be returned with a full tank of gas unless impossible. Fuel charges will be reimbursed at market price. Unreasonable or excessive fuel charges by the rental car agency may not be reimbursed.
3. Private Automobiles – Consultant's or its sub-consultant's use of Consultant/sub-consultant owned or leased automobiles will be reimbursed per mile traveled and at the mileage rate permitted under the Internal Revenue Service's published rate at the time the mileage was driven.
4. Tolls and parking, excluding valet charges – Fees incurred by Consultant/sub-consultant for use of ferries, roads, bridges, and tunnels while Consultant/sub-consultant is traveling to and from home to airport and back and from airport to LAWA business location and back, as well as parking charges at origination/destination are reimbursable.
5. Local Travel – Travel to and from the project(s) site for Consultant/sub-consultant personnel who are located in any of Consultant's office locations in the greater Los Angeles area, or who work from home in the greater Los Angeles area, is not reimbursable without prior written approval by LAWA.

- c. Lodging & Meal Allowance. A per diem may be used to reimburse Consultant's/sub-consultant's personnel for overnight accommodations and meals when in Travel Status on behalf of LAWA. If Consultant's/sub-consultant's internal policy is a lower rate, the lower rate will be used. The per diem rate will be applied as a meal allowance, in accordance with the limits established by the City Controller, plus actual costs for lodging. The combined total amount of the meal allowance and actual lodging will not exceed the per diem published in the City Administrative Officer's (CAO) Department Budget Manual, Travel Allowances - Air Fare and Per Diem. As the per diem is periodically updated by the CAO, reimbursement will be made based upon the per diem rate published at the time expenses are incurred. The per diem rate includes lodging and a meal allowance which covers meals and incidental expenses for one full day. In the selection of restaurants and lodging, it is expected that Consultant/sub-consultant will seek moderately priced establishments of acceptable quality.

i. Lodging

An individual must consider transportation costs, time and other relevant factors in selecting the most economical and practical accommodations. Receipts are required and will be reimbursed based on actual cost incurred in an amount not to exceed the per diem less the meal allowance. Lodging expenses will be reimbursed only at the single occupancy rate.

1. Hotel Accommodations – If Consultant/sub-consultant is traveling to Los Angeles, Consultant/sub-consultant will be required to select a hotel/motel within the City of Los Angeles limits. In cases where rates have been negotiated with local hotel properties surrounding its airports, LAWA will make this listing available for the Consultant's considerations. Approval of properties not on the negotiated list will be evaluated by LAWA based upon competitive rates.
2. Corporate Housing and Other Leasing Options – For Consultant's or its sub-consultant's personnel who are traveling to a LAWA project(s) site from outside the greater Los Angeles area, and who is/are assigned to be at the project(s) site on a regular basis, the Consultant/sub-consultant may utilize internal policies, such as use of corporate apartments, to determine the most cost-effective lodging. Prior to leasing or procuring such lodging, the Consultant will perform a lease versus per diem analysis and provide to LAWA for review and concurrence.

ii. Meal and Incidental Allowance

1. The meal allowance rate is inclusive of incidental expenses defined as follows:

- a. Fees and tips given to porters, baggage carriers, bellhops, hotel maids/servants, stewards or stewardesses, and others.
 - b. Transportation in acquiring meals (this does not include transportation from home to airport and from airport to LAWA business location and back).
 - c. Personal vehicle expense consisting of mileage reimbursement.
 - d. Parking fees.
 - e. Laundry and dry cleaning.
 - f. Office supplies.
 2. For international travel, meal and incidental allowances will be provided according to the per diem rate guideline established by the City of Los Angeles Controller's Office.
 3. Meal and incidental allowance will be prorated at 75% of the daily allowance as follows:
 - a. On the first day of travel, if flight leaves after 2PM;
 - b. On the last day of travel, if flight arrives before 2PM; when some meals are provided as part of the LAWA project business.
 - i. NOTE: No meal allowance will be provided when meals are provided throughout the day by the host or as part of the conference/business event.
 4. Meal receipts do not have to be presented to receive the meal and incidental allowance per day of Travel Status except for grant funded travels where the grantor requires complete documentation of travel expenses.
 5. Gratuities to restaurant wait staff are limited to no more than 15% of the restaurant bill exclusive of taxes and gratuities to drivers are limited to no more than 15% of the fare. Both are included as part of the Meal and Incidental Allowance. There will be no additional reimbursement for gratuities.
- d. Non-Reimbursable Travel Costs.
- i. Non-economy class airfare.
 - ii. Non-compact vehicle rental.
 - iii. Air flight insurance.

- iv. Expense of any insurance offered by an auto rental company in connection with a rented vehicle.
 - v. Auto repairs, replacement or towage to personal vehicle when such use has been authorized.
 - vi. Valet parking when self parking is available.
 - vii. Expenses above the meal allowance will not be reimbursed even if supported by receipts.
 - viii. Meals and incidental expenses in excess of set domestic stipend or international federal per diem allowance will not be reimbursed.
 - ix. Reimbursements for LAWA employee's meals are not allowable except in accordance with City policy.
 - x. Alcoholic beverages.
 - xi. Expenses for persons other than the Consultant/sub-consultant personnel authorized for travel. Expenses incurred by a dependent or other person accompanying the Consultant/sub-consultant on an official business trip are not allowable. Bills indicating multiple occupants are to be adjusted to single occupancy rate and disallowed unless disclosure is made indicating reason, names and dates and LAWA has provided prior written approval.
 - xii. Expenses of a purely personal nature.
- e. Allowable Direct Costs.
- i. Telephone – Actual cost of business telephone charges, subject to the limits on EMobile charges described below, incurred by Consultant/sub-consultant while in Travel Status is reimbursable. Personal telephone charges are not allowed. This category of costs is only recoverable for Services provided pursuant to a Task Order that specifically identifies that such costs are allowable (“Task Order for Augmenting Project Team”).
 - ii. EMobile Communication Limitations –Unnecessary and/or unreasonable charges such as roaming fees, except roaming fees incurred while in approved Travel Status, roadside assistance, home long distance, text messaging or any other such feature that is not essential to the Consultant/sub-consultant performing its Services will not be reimbursed. LAWA reserves the right to limit the number of individuals allowed to bill for Emobile communication devices. LAWA will not reimburse for personal calls.
 - iii. Office Supplies – Actual cost for supplies purchased by Consultant while in Travel Status that are solely used by Consultant in its performance of the Services. Supplies to be consumed solely by the Consultant are not allowable. This category of costs is only recoverable for Services provided

pursuant to a Task Order that specifically identifies that such costs are allowable.

2. Other Expenses.

- a. Excess Reproduction Expense. Expense of reproductions of Work Product and other documents furnished pursuant to an awarded Task Order, if any, requested by LAWA in excess of those furnished as part of Consultant's Services pursuant to the Contract Documents. Reproduction of Work Product for LAWA and its relevant consultants will be furnished as part of Services; this includes document preparation and cost for submission to any and all authorities having jurisdiction.
- b. Additional Services Expenses. Expense of reproductions of Work Product and other documents furnished pursuant to an Amendment to a Task Order for additional Services when furnished in connection with additional Services and authorized by LAWA in writing in advance.
- c. Reserved.
- d. Reserved.
- e. Additional Insurance. Expense of any additional insurance coverage or limits, including professional liability insurance, specifically requested by LAWA in writing in excess of that set forth in the Contract Documents.
- f. Other. Expense of special mailing, special delivery, and similar other expenditures incurred at LAWA's written request.
- g. Mark-up. Reimbursable Expenses will not be marked up by Consultant, its consultants and/or sub-consultants, but rather will be passed through to LAWA at actual out-of-pocket cost, supported by proof of payment acceptable to LAWA in its sole discretion.

C. COSTS NOT REIMBURSABLE.

Costs not reimbursable include, but are not limited to, charges for entertainment, bidding and proposal costs associated with obtaining the Contract or any Task Order, contributions, personal telephone charges, dues and subscriptions, bottled water, non-alcoholic and alcoholic beverages, expenses for transportation for personal pursuits, gifts, gratuities greater than 15%, microwaves and refrigerators, lunches, paper plates, utensils, wipes, hand sanitizers, and other charges not expressly allowed under the terms of the Contract. Extraordinary expenses require prior LAWA approval.

D. CONSULTANT'S SUB-CONSULTANTS.

Consultant's sub-consultants will follow the reimbursable expense provisions set forth herein.

EXHIBIT 3: SCOPE OF SERVICES

ATTACHMENT B-1: SCOPE OF SERVICES

The following Scope of Services will be attached as Exhibit 3 to the Contract, excluding only any Optional Scope Services which are not included in the Applicant's SOQ.

The Contracted Firms shall provide LAWA with complete professional services, through expert and specialized staffing resources and scope-specific services, to support the proposed capital improvements for various Airfield, Landside, Terminal, and Utility and Infrastructure projects at LAX and VNY and LAWA's land holdings in Palmdale, California.

Regarding staff augmentation, the Contracted Firm/s staff will typically be located on-site in LAWA facilities with LAWA staff. Work may also be performed offsite through the issuance of scope-specific task orders with specific deliverables. Depending on space availability, the Contracted Firm may be asked to provide supplemental workspace, hardware, software, and connectivity.

The Contracted Firm shall furnish all necessary professional, technical, and expert services as required to plan, organize, and coordinate all aspects of the Services that are required and described in this Scope of Services. The Contracted Firm shall provide LAWA with experienced, qualified, and licensed/certified (as required) personnel who shall meet all applicable requirements of the Contract and task orders. The Contracted Firm's personnel shall possess good written, oral, and interpersonal communication skills.

All field staff from Contracted Firm shall have or obtain a 30 hour Cal OSHA training card prior to working in the field. The 30 hour Cal OSHA training card shall not be older than four years at any time while working under this contract. All electrical inspectors and staff from Contracted firm working on or near energized parts are required to have taken an NFPA 70e certificate course prior to working on or near energized parts. The NFPA 70e certificate course shall not be older than four years at any time while working under this contract. The Contracted Firm shall ensure that all staff are trained and equipped for the hazards of the work they are performing.

LAWA will provide the following Personal Protective Equipment (PPE), mandatory LAWA TDG orientation, Monthly safety training, Awareness training of various disciplines, and post workplace postings at locations where LAWA employees are assigned

Regarding the delivery of services outside of staff augmentation, the Contracted Firm/s will typically provide services and deliverables at their offices and are not required to be located at LAWA facilities.

The scope of the Contracted Firm/s will vary with each project, and may include, but not be limited to the following and are subject to Task Orders issued to Contracted Firm(s) pursuant to the Contract Documents.

I. Base Scope: Project Management, Construction Management, & Project Controls Services

The Base Scope Services consists of enterprise-level services required to deliver a Capital Improvement Program, comprised of multiple projects at LAWA's airports. The Contracted Firm/s and its Key Personnel shall be knowledgeable (through experience) on a variety of delivery methods and industry best practices. Additionally, the Contracted Firm and its Key Personnel must demonstrate a clear understanding of planning, engineering, and construction means/methods for the different types of projects delivered by LAWA. The Contracted Firm will provide expert assistance to LAWA on an as-needed basis in the delivery of projects throughout the full project lifecycle from inception to closeout.

The Contracted Firm shall provide Services commensurate with the needs of a world class airport and shall have experience delivering similar services for transportation or equivalent airport and Capital Improvement Projects, an understanding of Federal Aviation Administration (FAA) specifications, Airport Capital Improvement Programs (ACIP), Transportation Security Administration (TSA) security requirements, and other applicable rules and Government regulations.

The Contracted Firm will work, and experience, with numerous stakeholders, such as airlines, tenants, Federal Aviation Administration (FAA), City of Los Angeles Department of Water and Power, various utilities companies, Transportation Security Administration (TSA), Airport Police, Airport Operations, Facilities Specialty Staff and Materials Testing Services Maintenance, Customs and Border Patrol and other consultants or contractors. The Contracted Firm will collaborate and cooperate with LAWA staff as well as take direction. Task orders for the base scope will include both staff augmentation and services with specified deliverables.

Base Scope Services

Contracted Firm shall provide professional support services required to augment LAWA staff in the implementation and completion of individual projects and services to manage and administer the overall CIP. The Contracted Firm shall be able to support all areas of the base scope services.

A. Project Management/Construction Management and Project Controls Services (PM/CM/PC):

Included in the Base Scope are Project Management/Construction Management and Project Controls Services (PM/CM/PC). Services are required throughout the life cycle of projects. Scopes will be defined on a task order basis and may vary with each project.

- A. Project Management
- B. Construction Management
- C. Design Management
- D. Contract Administration
- E. Risk Assessment & Management
- F. Site Investigations (survey, potholing, utility mapping, etc.)
- G. Change Management
- H. Document Controls
- I. Program/Project Reporting
- J. Program/Project Scheduling
- K. "As Built" Schedule Updates
- L. Program/Project Cost Estimating
- M. Cost Control and Financial Analysis
- N. Trend & Variance Reporting
- O. Performance Management & KPIs
- P. Project & Financial Closeout
- Q. Constructability Analysis
- R. Peer Review
- S. Benchmarking
- T. Stakeholder and Third-Party Coordination
- U. Environmental Reporting (Mitigation Monitoring & Reporting Program)
- V. Claims Mitigation, Monitoring, and Dispute Resolution
- W. Construction and Logistics Management (CALM)
- X. Construction Impacts and Logistics Strategy

- Y. Commissioning Services
- Z. Partnering Facilitation
- AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.)

B. Performance & Operational Readiness Airport Transition (ORAT)

The Base Scope includes services and staff augmentation to support Performance and Operational Readiness Airport Transition services for any capital or maintenance project(s) for LAWA.

ORAT encompasses a full range of delivery elements that includes early stakeholder engagement, comprehensive familiarization and training, integrated operational trials, mobilization and move support, and post-opening support. The objective of the ORAT, in simple terms, is to be able to operate a new facility or project on an opening day as if it has been in operation for years. ORAT anticipates every situation or emergency that may arise after the Consultant is gone and helps keep the operators and airport owners prepared.

ORAT works on a parallel path with the project management and construction management teams to ensure that:

- Processes and procedures have been established and tested/trialed
- Operational risks and issues have been identified and addressed
- Diverse range of new/renovated facilities, equipment, and systems have been tested, tried and are ready for operation by the stakeholders/end-users
- All stakeholders/end-users have been appropriately familiarized and trained, to include operations and maintenance (“O&M”) training on equipment and systems, as well as on-the-job training and familiarization with work environs.

II. Optional Scope 1 - Quality and Safety Services

The Contracted Firm shall provide specialty services to support project-related compliance functions such as quality assurance and control, construction inspection, safety, and materials testing support services.

Staff augmentation shall be requested on an as needed basis, with minimal advanced notice. There may be occasional requests from LAWA related to construction inspection and testing services, **of an urgent nature, that may be made with 12- to 24-hour notice**. Contracted firms and their personnel must be experienced and qualified to perform Quality and Safety Services commensurate with large-scale and fast paced capital improvement program.

Requests for staff augmentation may require that services be performed during night, weekend, and holiday work shifts, including but not limited to urgent services requested with very short advance notification.

Staff augmentation services may require modified shift schedules as the work dictates i.e. Swing, graveyard, weekends, etc., the ability to walk several miles during the shift, use of stairs, ladders, scaffolding, crawling, the ability to set priorities, the ability to make decisions and work effectively with

minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.

The Contracted Firm must ensure adherence to shift provisions, holiday provisions and general prevailing wage determinations made by the Director of Industrial Relations, pursuant to the California Labor Code. The Contracted Firm shall be able to support all areas of the base scope services.

A. Quality Assurance

Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. Assists with the preparation and implementation of changes and/or updates to the Design and Construction Handbook and Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed.

B. Safety Management

Assist the Quality Assurance and Construction Inspection Division (QACID) to continue to advance LAWA's Construction Safety Program. Work with contractors, Project Specialty Staff and Materials Testing Services Management Teams, and others to:

- 1) Ensure LAWA's requirements and the approved safety plans are adhered to
- 2) Meet the requirements of the contract documents with regard to safety and security requirements
- 3) Monitor and document all night work. Provide additional oversight and supervision to augment LAWA
- 4) Report all required safety information and document all activities per LAWA guidelines
- 5) Utilize LAWA technology tools, systems, forms and templates
- 6) Assist LAWA in the administration of the following tasks:
 - a) Establish, implement, and maintain an effective Injury Illness Prevention Plan
 - i. On site staff will be briefed and have ready access to the document
 - b) Establish, implement, and maintain an effective emergency response plan.
 - i. All on-site staff shall have readily available access to the document.
 - ii. All on-site staff shall be briefed on specific actions to be taken when they sustain an injury.
 - c) Provide appropriate training and personal protective equipment (PPE) for the specific work taking place.
 - i. All on-site field staff shall have completed 10 hour Cal OSHA construction class within the last 4 years.
 - ii. All field supervisory staff (including all inspectors) shall have completed a 30 hour Cal OSHA construction class within the last 4 years.
 - iii. All electrical disciplines shall have completed NFPA 70e training from an accredited institution within the last 4 years.
 - iv. At least 1 out of every 5 field staff provided shall have and maintain CPR certification.
 - v. At least 1 out of every 10 office staff provided shall have and maintain CPR certification.

- vi. Provide documentation that employees are trained and authorized to perform work in the following areas for each employee performing work in those areas.
 - A. Confined spaces
 - B. On or near energized parts
 - C. On or near excavations
 - D. On or near leading edge work or any work requiring the dawning of fall protection
 - E. Any work identified by the employer, LAWA, or Cal OSHA requiring additional or specific training to perform the work.
- vii. Provide PPE for any activity requiring PPE beyond that which LAWA is providing.
- d) Provide initial and periodic inspections to identify and evaluate workplace hazards at worksites.
 - i. Correct and or report unsafe conditions to LAWA supervision.
 - ii. Do not allow employees to work in unsafe conditions.
- e) Cal OSHA injury reporting and recording will be performed by the primary employer.
- f) Provide workplace postings where LAWA employees are not assigned.
- g) Ensure staff is attending safety meetings as required by Cal OSHA

C. Specialty Inspection

Assist LAWA's QACID in engaging and communicating effectively with Contractors, engineers, architects, and project management staff to ensure compliance with all applicable City, State, Federal, and other regulatory agency requirements. Perform specialty inspection services to include:

i. Deputy Building Inspection (Special Inspector)

Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings to verify compliance with the contract documents. Must possess a valid Los Angeles City Department of Building and Safety (LADBS) license issued by the jurisdiction for the scope of work being inspected as follows:

- Reinforced concrete
- Reinforced masonry
- Structural Steel and Welding
- Prestressed Concrete
- Controlled activities
- Sprayed Applied Fireproofing
- Drilled-in-Anchors
- Shotcrete on Soils/Grading
- Seismic Resistance

ii. Mechanical, Electrical, and/or Plumbing (MEP) Inspection

Hold extensive knowledge in Mechanical, Electrical, and/or Plumbing inspection. Personnel must be trained in NFPE-70E standards. Completion of training must have been achieved within the last 3 years. Inspectors must be able to satisfy at least one of the following criteria:

- Electrical/IT inspection - Read and interpret contract documents, electrical codes, applicable standards to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction with regard to various systems including low voltage systems, fire/life safety systems, and information technology;
- Mechanical inspection for installation of plumbing, heating, air conditioning and refrigeration installations; diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship.
- Plumbing inspection for installation of plumbing installations; plumbing systems including domestic water and sewage systems; and fire sprinkler pipe installations.

iii. Construction Inspection

Inspect construction of a wide variety of airport improvements, renovations, and utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work. Provide construction inspection support to include:

- Document daily progress of the work
- Prepare monthly progress payment request
- Track various changes
- Verify time and material work
- Measure and document job quantities

iv. Shop Fabrication Inspection

Perform in-process fabrication inspections of products associated with building and/or airfield construction projects. Apply thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, Specialty Staff and Materials Testing Services Page mechanical equipment, architectural metals and specialized fabrications to ensure quality of product to comply with technical specifications. Certifications such as CWI and NDT are highly desired and may be required for certain assignments.

v. Material Testing

The Contracted firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

- Aggregate Tests under ASTM
- Asphalt
- Emulsions
- Reinforcing Steel/PT Cable
- Concrete

- Concrete (related materials)
- Shotcrete
- Flexural Beam Specimens testing
- Masonry (related materials)
- Grout (masonry related)
- Grout (dry pack cubes)
- Prisms (masonry)
- Fireproofing (all methods)
- Steel (Weld Quals, Weld Procedures)
- Reinforce Steel (Weld – Tensile Bend)

The Contracted Firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project and employ Civil Engineers, per City of Los Angeles Building Code and the California Building Code, to supervise laboratory tests and deputy inspectors. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

vi. Reporting

The scope of services includes California Licensed Registered Civil Engineer to provide:

1. Written Welding Procedure Specification (WPS) reviews. (L.A. City-AWS)
2. Written Concrete Mix Design reviews. (L.A. City)
3. Written Welder Qualifications. (L.A. City-AWS)
4. Written Weld Qualification Reports. (L.A. City-AWS)
5. Shotcrete Nozzleman Certification Reports
6. Shotcrete Core Result Report

vii. Geotechnical Services

All services below shall be provided as required for the project including geotechnical engineering, observations and related testing as required for the project. Note this scope may be removed and given to another firm.

1. Provide Registered City of Los Angeles Special Deputy Grading Inspectors as requested.
2. Qualify, submit paperwork and take over as Geotechnical Engineer of record with the City of Los Angeles as needed.
3. Provide Asphalt Testing Technicians approved (if needed) by the City of Los Angeles.
4. Provide a California Professional Civil Engineer as needed.
5. Provide a California Professional Geotechnical Engineer as needed.
6. All Soils Related Testing under ASTM
7. All Aggregate Related Tests under ASTM
8. Asphalt Tests as required by FAA specs.
9. Emulsion Tests
10. Geotechnical Borings and investigations.
11. Provide Geotechnical reports acceptable to the City of Los Angeles Grading Dept as needed

viii. Training

- Prepare training materials to support training program

- Lead and implement areas of the training program
- Participate in working groups to support training and the safety program
- Provide subject matter expertise

ix. Other Activities

Perform other services to support project delivery, safety, quality assurance, inspection to include contractor/vendor escorting, equipment/vehicle inspections.

III. Optional Scope 2: Inclusivity, Workforce, and Economic Impact Support Services for the CIP

LAWA is committed to the economic interests of the City of Los Angeles and the communities impacted by LAWA’s projects and activities. LAWA’s core values of diversity and inclusion are expected commitments on all LAWA projects to ensure that all firms engage in professional collaboration to maximize the community benefit while performing project work, and that collectively we capitalize on market opportunities to create sustainable contributions to our local economy. The market demand for competitive qualified firms and skilled workers reinforces the need to maximize the growth and success of XBE firms and to cultivate a local, skilled workforce to support LAWA’s capital improvement program.

Consultant Firm shall provide specialty services and/or staffing resources to assist LAWA develop and implement a comprehensive and robust program to maximize inclusivity of small, local, and disadvantaged businesses; and fair and equitable distribution of economic benefits to the local and affected communities surrounding the airport for LAWA CIP.

Scope of work will be defined through issuance of specific task orders and may include the following services:

- Inclusivity Performance Monitoring
- Business Enterprise & Prompt Payment Monitoring
- Workforce Development Monitoring and Program Implementation
- Business Engagement and Program Implementation
- Economic Impact Analysis & Reporting
- Procurement Coordination
- Labor Compliance
- Compliance Tools (B2GNow and LCPtracker)
- Strategic Industry Engagement Forums and Roundtables
- Community Outreach
- Mentorship & Apprenticeship Support
- Training
- Bonding & Insurance Assistance
- Compliance with Federal Guidelines

Project Labor Agreement (PLA) Administration & HireLAX Apprenticeship Readiness Program Administration

In 1999, LAWA implemented a Project Labor Agreement (PLA) and amended it in 2020 to cover all Capital Improvement Program projects. The PLA ensures no work stoppages or slowdowns in project work, provides access to skilled labor and grievance procedure, established 30% local worker hiring goal and provides access to union apprenticeship, established Workforce Development System (HireLAX Program), and encourages contracting with diverse small businesses.

The HireLAX Apprenticeship Readiness Program (HireLAX ARP) provides 8-weeks of training to prepare local residents for a quality career in construction through union apprenticeship. The

HireLAX ARP uses the National Building Trades Unions' Multi-Craft Core Curriculum (MC3) to provide a standard introduction to construction fundamentals, blueprint reading, safety training, construction math fundamentals and history of labor unions. HireLAX ARP also provides physical fitness and conditioning, employment preparation, case management, life skills training, and ongoing retention and graduate support. Four training cohorts are conducted annually.

Consultant Firm shall provide specialty services and/or staffing resources to manage and execute ongoing PLA administration services for all CIP projects and manage the ongoing implementation of the HireLAX ARP, while maintaining partnerships with the LA/OC Building Trades, City and County of Los Angeles.

IV. Optional Scope 3: Specialty Services

The Contracted Firm/s will be required to provide LAWA with a variety of specialty services, on an as-needed basis, to support LAWA's Capital Improvement Program and other key initiatives funded through the operating budget. Examples include, but are not limited to:

A. Communications and Public Education – to include media buys, media relations and messaging campaigns to highlight the transformation of LAWA's airports and infrastructure. Scope of work will be defined through issuance of specific task orders and may include the following services:

1. Multi-channel marketing and communications campaigns, including social media campaigns, focused on capital improvements transforming LAX (Campaigns to include development of creative content, advertising buys, and unique video, designed to educate, and inform the traveling public in Southern California and our target cities in other states and countries about the transformation happening at LAX and begin to create behavioral change).
2. Creative consulting, collateral development, advertising, public opinion research, consultant engagement.
3. Community-focused outreach and events for LAWA's capital improvement program.
4. Direct to customer marketing program
5. Brand Research
6. Social media and marketing strategies
7. Video and film production
8. Photography
9. Website design/development
10. Asset creation as LAX's transformation continues to evolve including but not limited to renderings, illustrations, 3D animations, advertising art and architectural visualizations
11. Marketing materials including giveaways in support of LAX capital improvement projects
12. Under the supervision of TDG and Airport Affairs, plan and execute events for various LAX capital improvement projects

B. ADA Expertise and Compliance Monitoring – providing expertise to ensure accessibility and compliance with American with Disabilities Act requirements. Will serve on an as-needed basis to provide expert analysis and document LAWA compliance with ADA requirements, will also identify non-compliant concerns or areas in which accessibility could

be improved and provide detailed guidance on the corrective action required and options available to LAWA, will take a lead role in developing a Self-Evaluation and Transition Plan for LAWA as required under Title II of the ADA.

1. Responsibilities include, but are not limited to, conducting site visits of LAWA facilities and focus on ADA compliance and accessibility.
2. Verify whether or not various facilities and equipment are ADA compliant.
3. Prepare recommendations on making LAWA facilities more accessible.
4. Familiarization with and ability to prepare a Self-Evaluation and Transition Plan that is in compliance with FAA requirements and Title II of the ADA.
5. Provides expert guidance to LAWA's ADA Coordinator on best practices.
6. Attend project meetings to identify potential ADA issues prior to or during design and/or construction.
7. Observe individuals with disabilities and note if they are having any difficulty in navigating or using LAWA facilities.

C. Commercial and Property Development – to include Right of Way acquisitions, preparation of Tract Maps, assisting in the development of airline and tenant leasing strategies.

D. Advisory Support – developing project delivery strategies, Public-Private-Partnerships, PDAs, contracting strategies and standardization, technical writing, etc.

E. Performance Management – to include Strategic Planning, KPIs, metrics, dashboards, reporting, industry best practices, lessons learned, market analysis, etc.

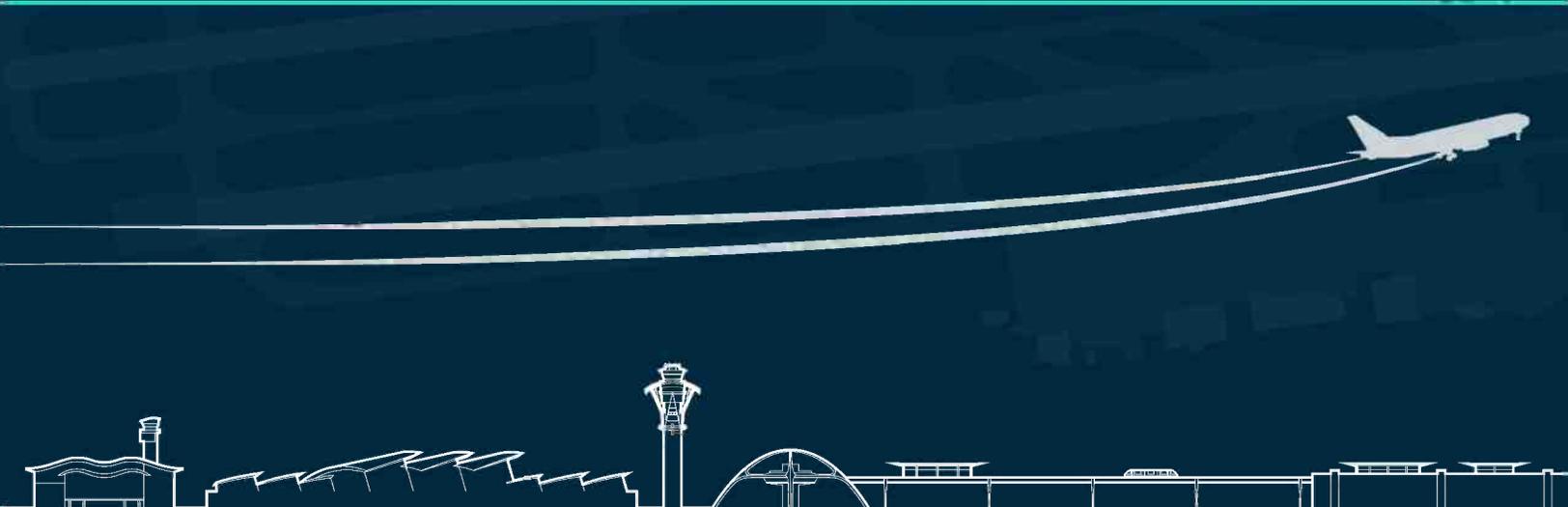
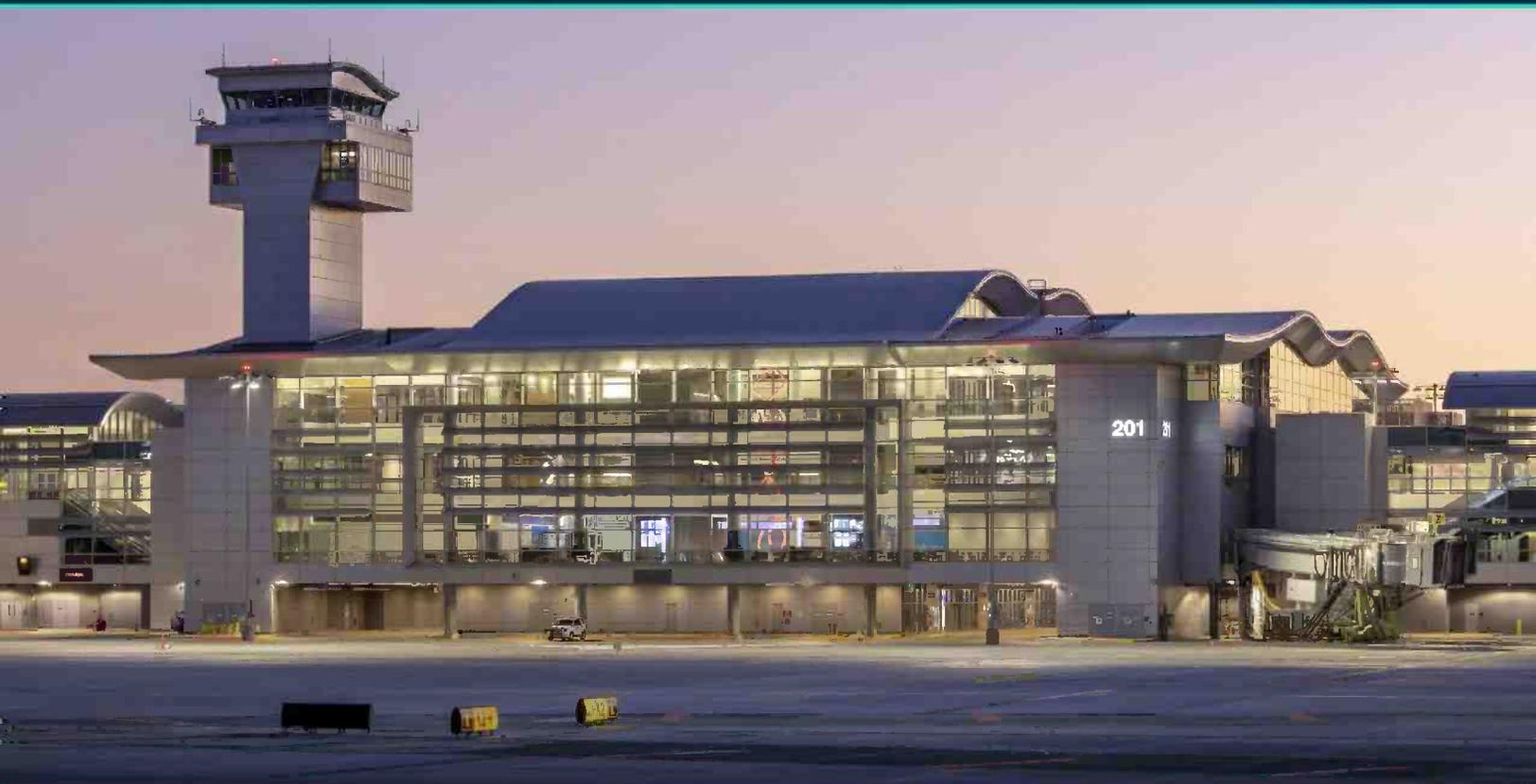
F. Studies and Assessments (non-capital) - to assist LAWA in responding to a variety of technical and operational matters including equipment performance, space planning, airport accessibility, etc.

G. Other LAWA Initiatives

EXHIBIT 4: SOQ EXTRACTS

PART B - SECTION 1

Executive Summary



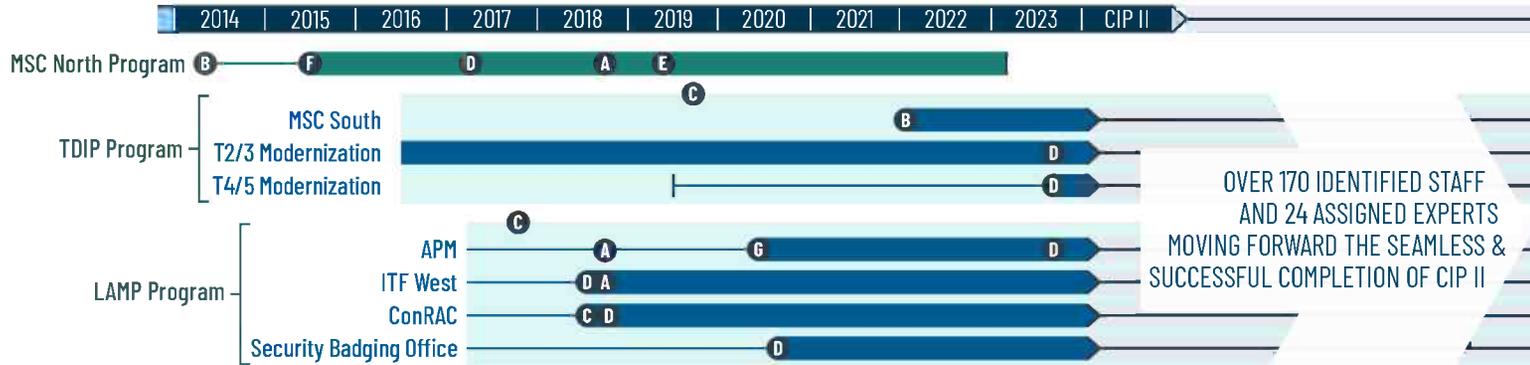


THE PAST INFORMS THE FUTURE

Our history with LAWA is grounded in the quality of people on our team and their expanding contributions to the transformative projects at LAX and throughout Greater Los Angeles



Phillip Owens (B), John McCabe (F), Sunil Mallaiah (A), Brian Proffit (B), Tom Hellwig (C), Ray Parvaresh (D), Lanita Bates (E), Steve Kimball (F), Nagi Abdelsayed (G)



OVER 170 IDENTIFIED STAFF AND 24 ASSIGNED EXPERTS MOVING FORWARD THE SEAMLESS & SUCCESSFUL COMPLETION OF CIP II

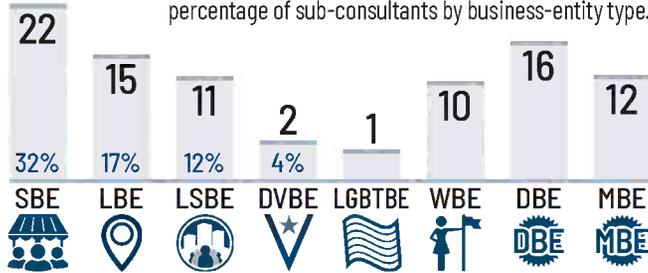
Key Personnel and Specialty Experts discussed in Section 3 Key Personnel

NATIONWIDE AIRPORT-DEVELOPMENT LEADERS



XBE FIRMS COMMITMENT

The following chart provides our estimated total number and commitment percentage of sub-consultants by business-entity type.



"As a leader in the A/E/C industry who is also a woman and member of the LGBT community, I support LAWA's commitment to fostering economic success for local, small, and minority businesses. LAWA's outreach events, along with testimonials at the recent COMTO and BuildOUT events in Los Angeles, have helped us build a team focused on community support. Our team composition ensures that each task order is fulfilled with opportunity for Anser, our teaming partners, interns, mentees, and the community."

MELANIE ESTES, CHIEF DELIVERY OFFICER, ANSER ADVISORY

EXCEEDING EVALUATION CRITERIA

- Industry-Leading Aviation Experience**
We arrive at this juncture with a significant track record and continued ambition to **shape success for you as owner's representative and organizational partners**
Refer to Section 2 Applicant Experience
- Familiar Faces and Practical Expertise**
Our team is **helping shape Greater LA** through projects like the **Inglewood Transit Connector**, the **Sepulveda Transit Corridor**, **Metro ExpressLanes**, and many others
Refer to Section 3 Key Personnel
- Comprehensive and Proven MATOC Approach**
We **thrive in complex environments**, navigating shifting operational needs, funding dynamics/ constraints, and harnessing alternative delivery methods
Refer to Section 4 Structure, Management, and Approach
- Focused on Inclusivity and Economic Impact**
Our **leading national talent in DEI** are being directly **deployed to support inclusivity and economic impact outcomes** in our approach to serving LAWA
Refer to Section 5 Inclusivity Plan

2: APPLICANT EXPERIENCE



4. APPROACH TO SERVICES

LOOKING TO THE PAST TO INFORM THE FUTURE, BASE SCOPE

Anser has supported LAWA exceptionally since 2016 as a sub-consultant to Jacobs, Parsons, and Vanir/ASL. We will use this momentum to drive forward our commitment to LAWA on the delivery of your CIP II. Our focus is risk and impact mitigation throughout the implementation of the program. Our approach to Base Scope and Optional Scopes is to look at the past to inform the future. The following is a discussion of our MATOC experience with LAX and other clients in Southern California. Topics that we find beneficial to explore here include: the staff augmentation approach that we employ with our K-12 and higher education clients; claims dispute resolution and mediation support provided by Anser during LAWA's CIP I; our commitment to community and stakeholder engagement at LACCD; successful technology and tools applied at LAX, and communication and lessons learned on our program management support services at Sacramento International Airport. We also explore our approach to safety, exhibited on LA Metro Center Street; our established and evolving inclusivity, workforce, economic impact support services; and specialty services support offered to clients throughout southern California, including at CSULB. While this section indicates how our experience will inform our approach to LAWA's CIP II, we are consistently committed to all projects of community outreach and stakeholder engagement.

1. STAFF AUGMENTATION/MATOC

For more than seven years, Anser has provided program and construction management (PM/CM) support services for public agencies such as LAWA, John Wayne Airport, Long Beach Airport, and educational organizations such as Los Angeles Unified School District's (LAUSD) Capital Improvement Program (Bond Program). LAUSD has been using staff augmentation and Multiple Award Task Order Contract (MATOC) delivery method for more than two decades, and Anser has been successfully supporting the client since 2015. As part of the support services requested by LAUSD, we provide a variety of support services from planning, program development (schedule and budget), project definition and approval, oversight from design development to design approval, bid and award support, project construction management, project occupancy, and state certification.

Anser's PM/CM support services to LAUSD have the same procurement method as LAWA. Our staff who are currently supporting LAUSD were selected based on a very stringent selection process which included shortlisting of the candidate, an in-person interview, and scoring of all the candidates which led to the best qualified candidate selection. Anser will use the same stringent selection process with LAWA.

The Anser Advisory team is in an exceptional position to provide LAWA required team members in a timely manner. Although not required in the proposal, we have taken the initiative to develop a recruiting tool that will greatly facilitate our ability to provide LAWA the most qualified in an expeditious manner. Our staffing and recruiting tool called *LAWA-QAM* which is short for LAWA Quality Associate Manager. LAWA-QAM was based upon our detailed review of all the positions in Exhibit 1 Position Descriptions that are defined in the RFP.

Experience Challenge

LAUSD/LACCD

Stringent selection process and immediate need for qualified staff based on program/project requirements

Approach to Scope Solution

The Anser team has prequalified 173 individuals currently within Anser or from our sub-consultants to specifically address the roles outlined in Exhibit 1 from the RFQ

Community/Stakeholders

Anser is dedicated to using LAUSD's and LACCD's internship programs to find meaningful positions for intern candidates from underserved communities

2: APPLICANT EXPERIENCE

Exhibit 1 defines 50 different job titles, and within those job title categories there are 134 additional job titles with different experience levels. The Anser team has multiple candidates identified for each position, and at every level. We have prequalified 173 of our existing staff to fill 389 positions, detailed in the LAWA-QAM tool. Again, this staffing analysis and prequalification of our team members was not a requirement of this RFP, but our initiative will ensure that LAWA get the most qualified person, promptly. Please see snapshots of our staffing plan in Figure 03.

Anser provides administrative and technical support and a *lessons learned library* to our staff to expand expertise needed to provide excellent support to our clients. Supervisors meet with staff bi-weekly to review and verify tools and resources available to deliver superior service. We also have a well-established team of dedicated internal recruiters, known as our Talent Acquisition (TA) team, who, along with Sunil's recruiting expertise, are prepared to provide multiple candidates for each requested position as needed. Based on our experience, we will provide project information, lessons learned, and subject matter expertise before starting any engagement at LAWA. Below are some solutions the Anser team brings to address specific staff augmentation needs.

- » **Immediate need for qualified staff based on program/project need:** We consistently maintain a pipeline of qualified candidates due to the fact that our TA team recruits year-round. Our leadership also maintain an extensive professional network and can recruit quickly to meet our client's immediate needs.
- » **Client program knowledge includes policies, processes, procedures, regulations, stakeholder management and communication:** We regularly conduct an in-depth review of the client's program and pertinent Standard Operating Procedures (SOP) and align with a prepared internal SOP for our staff. Every staff member selected to support the client has to go through a client orientation provided by an Anser Subject Matter Expert for that client before starting.

The image shows a complex spreadsheet interface for staffing management. It features multiple columns for job titles, experience levels, and candidate details. A prominent blue text overlay in the center of the spreadsheet states: "389 POSITIONS THAT 173 ANSER TEAM MEMBERS HAVE BEEN PRESCREENED FOR - WE BRING REDUNDANCY!". The background shows various data points and filters within the tool.

Figure 1: Images of the Anser team's fully developed staffing tool, known as LAWA-QAM

- » **Project Challenges:** Anser supervisors communicate with our staff weekly or bi-weekly to understand any challenges or *pinch points* of the project and provide solutions and/or guidance to the staff. The support may sometimes include additional technical or administrative support (at no cost to the client) to ensure the project's needs are met.
- » **Client Feedback:** Anser supervisors communicate with clients regularly to make sure that our staff meet and exceed expectations.

2. CLAIMS DISPUTE RESOLUTION AND MEDIATION SUPPORT

Lanita Bates, JD, along with another Dispute Resolution Expert, were assigned to the Midfield Satellite Concourse, a \$1.4B Design-Build (DB) project, adding 12 wide-body gates to the Tom Bradley International Terminal in LAX. Our Dispute Resolution specialists reviewed the contractor's change requests, assisted in determining entitlement, advised on dispute resolution, consulted on interpretation of standards, codes, and regulatory laws along with educating on construction industry standard practices. Lanita became an important part of the project's team, was responsible for interfacing with the contractor on major issues, and was integrated with the senior staff. Lanita also supported risk mitigation, analyzed schedule delays, and prepared claim presentations for LAWA's executive team and third-party neutrals. Lanita worked closely with the City Attorney's office, project team, and outside subject matter experts.

2: APPLICANT EXPERIENCE



Experience Challenge

LAWA PMCM for CIP I

Change order management became an issue threatening the schedule and budget for the Midfield Satellite project.

Community/Stakeholders

Lanita worked closely with LAWA, the contractor, the City Attorney's office, the project team, and outside subject matter experts.

Approach to Scope Solution

The team worked closely with the contractor on major issues and provided risk mitigations support. The team also used technology, Monte Carlo Risk Analysis, to assist in predicting cost and schedule overruns.

The Dispute Resolution specialists used the Monte Carlo Risk Analysis to assist in predicting cost and schedule overruns. The team analyzed plans, reports, data, program schedules and time impacts. The team generated reports and written recommendations as a third party upon request.

In addition to the work provided on mitigation, change requests and claims, Lanita was responsible for tracking issues related to COVID-19 and preparing information for counsel review. Lanita was tasked with evaluating impacts related to change of law circumstances vs. Force Majeure. During her tenure at LAWA, she assisted the team at the new Airport Police Facility Modernization project in evaluating COVID-19 claims. Further, she assisted at the Receiving Station X with matters related to a delay request. Lanita worked closely with the project team to obtain information and worked with the Project Manager and Scheduler to evaluate whether the time was excusable and/or compensable. Lanita was also tasked with negotiating compensation with the contractor alongside the Project Manager. Lanita's assistance further included Midfield Satellite Concourse, South, with contract development.

3. COMMUNITY/STAKEHOLDER ENGAGEMENT

Anser has provided staff augmentation services similar to those needed by LAWA to Sacramento County Department of Airports SMForward program since 2019, showing our dedication to the scope of work and delivering the owner's vision. The SMForward contract is Executive Program Management (EPM). Part of our role has been to work side-by-side with their staff starting in 2019 and more recently in 2022 to develop the programming, budgets, and master schedule. Notably, Anser has assisted with the new procurement process, helping the Department with new contracts and advertisements for the Concourse B Pedestrian Walkway.

We routinely manage stakeholder engagement to respond to the natural dynamics of airport facility projects. We conduct an initial workshop to align all internal and external stakeholders on the project's design goals and provide stakeholders an opportunity to express ideas, expectations, and concerns. We track project goals and key issues and regularly review with stakeholders to create a collaborative team environment.

We work closely with stakeholders and tenants during design and construction to develop project requirements including specifying systems, scale, functionality, schedule, and constraints to deliver quality and detailing during the design phase. This approach leads to vetted contract documents and executable construction work plans to minimize design changes and late changes. The benefit of this approach is more schedule certainty, cost certainty, and efficiency of operational turnover.

Our advisory services, including partnering facilitation, are fundamental to this functional organization. Effective partnering is always deployed in our team building, conflict resolution, and change management controls and procedures. This approach assists in selective escalation measures, allowing for lowest-level problem-solving and enabling project teams to focus on resolution and delivery. Our team for LAWA is structured with partnering facilitators and change management experts focused on issue resolution, and identifies issues for escalation to senior management.



OPTIONAL SCOPE CATEGORY 1: QUALITY AND SAFETY – LOOKING BACK TO INFORM THE FUTURE

1. QUALITY

Anser is providing quality and safety oversight on LA Metro’s Center Street Project, a one-story essential security operations facility. The LA Metro design-build three-year project is in a very congested area with traffic and pedestrians. Anser provides complete quality oversight on the project. Our Quality control manager is engaged very early in providing quality control oversight from construction work plans, material inspection and testing, specific specialized testing, quality control reports oversight and approvals and overall quality control compliance to Metro’s design and construction standards along with certain state code requirements. The quality control manager is on-site coordinating and meeting with the design-builder’s quality control team to ensure that the submittals are received and approved in advance, pre-construction meetings are scheduled in advance of any construction starts, inspection requests are sent in advance of any work activity, material sampling and testing is scheduled in advance, and daily quality control reports are submitted and approved. Based on this highly related experience, Anser has several lessons learned and will bring all the lessons learned to LAWA’s program.



LA Metro Center Street Project
Concept Drawings

2. SAFETY

Our proposed Safety Manager for LAWA, John McCabe with CTI Environmental, has been serving as the Safety Manager on the Center Street Project, and will readily apply his experience. On the LA Metro Center Street project, Anser brings several lessons learned regarding monthly safety audits and communicating to the Design-Build (DB) Contractor construction techniques and changes where necessary, and as directed by LA Metro Safety Department, to enhance job safety and achieve a zero-incident safety culture. We support and enforce the safety program in compliance with local, state, Cal/OSHA, and Fed/OSHA regulations, standards, ordinances, LA Metro Contract requirements, the DB Contractor’s safety program, and other rules relating to the safety of persons and property. We make sure safety is integrated into the Design-Build Contractor’s construction approach.

Our team fully enforces any safety-related stop work notices, Non-conformance Reports, and action items. We maintain Contractor deficiency lists, action lists, and Non-Conformance Report logs, and enforce corrective actions as required. We implement a specification conformance checklist and maintain a safety certification record-keeping system. Based on our large program experiences and lessons learned, Anser will bring a wealth of knowledge of and experience with real-life potential hazards, and provide mitigation methods to ensure that the program/projects are safe.

Experience Challenge

LA Metro Center Street

This is a highly-secured building that houses emergency center operations, and needs to be built with the upmost safety and quality to sustain future needs. It is also in a very congested area with traffic and pedestrians.

Approach to Scope Solution

Our Quality control manager engaged early and often providing quality control oversight on all construction work plans, material inspections, special testing, and provides quality control reports to Metro’s design and construction standards.

Community/Stakeholders

On LAWA’s APM project, Nagi Abdel Sayed often proactively collaborates with LAWA project managers, other consultants on-site, and all third party stakeholders.

2: APPLICANT EXPERIENCE



OPTIONAL SCOPE CATEGORY 2: INCLUSIVITY, WORKFORCE, AND ECONOMIC IMPACT SUPPORT

1. XBE FIRM UTILIZATION

Anser Advisory and our teaming partners OCMi (SBE), Stellar Services (MBE), Enterris (VSBE), RWBID (VSBE), and Accenture have been providing staff augmentation services on the Port of Long Beach (POLB) Project Controls Support Services On-Call since 2019. Anser has worked in a mentor-protégé relationship with OCMi since 2015. Bringing project controls, cost engineering, construction scheduling, conceptual estimating, construction estimating, and legal services together from a central point allows the team to work seamlessly with one goal of delivering quality work to POLB. The team is on complex dispute assignments requiring coordinated teamwork to provide a comprehensive strategy and work product to prepare for mediation, arbitration, or litigation.

2. INTERNSHIP AND MENTOR/PROTÉGÉ PROGRAMS

Anser supports the Construction Management Association of America's (CMAA) internship program and has hired two interns as full-time employees in the past year. During this internship program, interns can work with Anser Project Managers on specific project assignments. Interns spend time with Project Manager Shawn Paroline, to learn on-the-job training in the construction management industry. The POLB contract is a good experience for the interns. In addition to good project experience, it also gives them exposure to working with small and disadvantaged businesses which are an important part of our industry.

OCMI (SBE) and Anser have been nurturing a teaming relationship since 2015 providing project management and project controls services. Our firms share a similar corporate culture and approach to client management that has proven successful for the POLB and related public agency entities. Our combined teams can quickly define a strategy to efficiently approach the scope of a project assignment and prioritize.

Experience Challenge

POLB On-Call Project Controls Support Services

The POLB is progressive in their DEI efforts and takes a strong stance on SBE/VSBE inclusion. Utilization must be tracked and consultants are held accountable for utilization.

Approach to Scope Solution

Anser has developed excellent working relationships with our SBE/VSBE sub-consultant partners on our contracts with POLB. We internally track utilization in Deltek and make sure to report to POLB proactively.

Community/Stakeholders

Stakeholders at the POLB include utilities, unions, other consultant firms, other POLB departments, port security and police, tenants, and more. We support POLB's PLA and look for opportunities to coordinate and communicate with all stakeholders to complete task orders expeditiously without delay.

3. WORKFORCE DEVELOPMENT PROGRAMS

Anser offers instructor-led training programs for our staff and for clients nationwide. We are one of the only two consultant firms nationally, and the only one in California certified and approved by CMAA to provide this training which develops a strong workforce and is a great benefit for employee recruitment and retention purposes. Our Professional Construction Management (PCM) Training is a three-day comprehensive curriculum centered around the CMAA body of knowledge on the core competencies of Construction Management.



OPTIONAL SCOPE CATEGORY 3: SPECIALITY SERVICES

1. ADVISORY SERVICES AND COMMUNITY PARTNERING

Our engagement with California State University, Long Beach (CSULB) comprises scope of services that overlap with the LAWA CIP II upcoming program. As the lead program manager for this project, we provide P3 Ideation and address the owner’s decarbonization initiative. Like LAWA, this project is in Los Angeles County. We are engaged in a comprehensive effort to advance CSULB’s strategic initiatives, meet its future programmatic goals, build community partnerships, fulfill sustainability goals, and revitalize its operational model by identifying opportunities for public-private partnerships. Our team is integrated into CSULB’s facilities department and engages weekly with the community and local stakeholders. This experience with Los Angeles County stakeholders and providing similar services on P3 projects will allow us to integrate directly with LAWA’s CIP plans.

For CSULB we conducted a unique stakeholder outreach program using both state-of-the-art workshops and multimedia technology to integrate community opinions in real-time and show the results of our demographic and economic projections. This program covered three projects under consideration and guided stakeholders through a feedback and survey process. We solicited active, thoughtful participation from all high-level stakeholders participating in the process, and we were able to integrate the results into our final deliverables. For our approach to the upcoming CIP, we will continue integrating multimedia ‘real time’ technology where appropriate to allow remote stakeholders and community members to participate in planning discussions.



CSULB Concept Drawing

Experience Challenge

CSULB – P3 Ideation and Decarbonization Initiative

Identifying a decarbonization solution that meets campus capital plans.

- Leveraging community partnerships to identify viable operational goals.
- Evaluating aging energy infrastructure to look at renewal needs.

Approach to Scope Solution

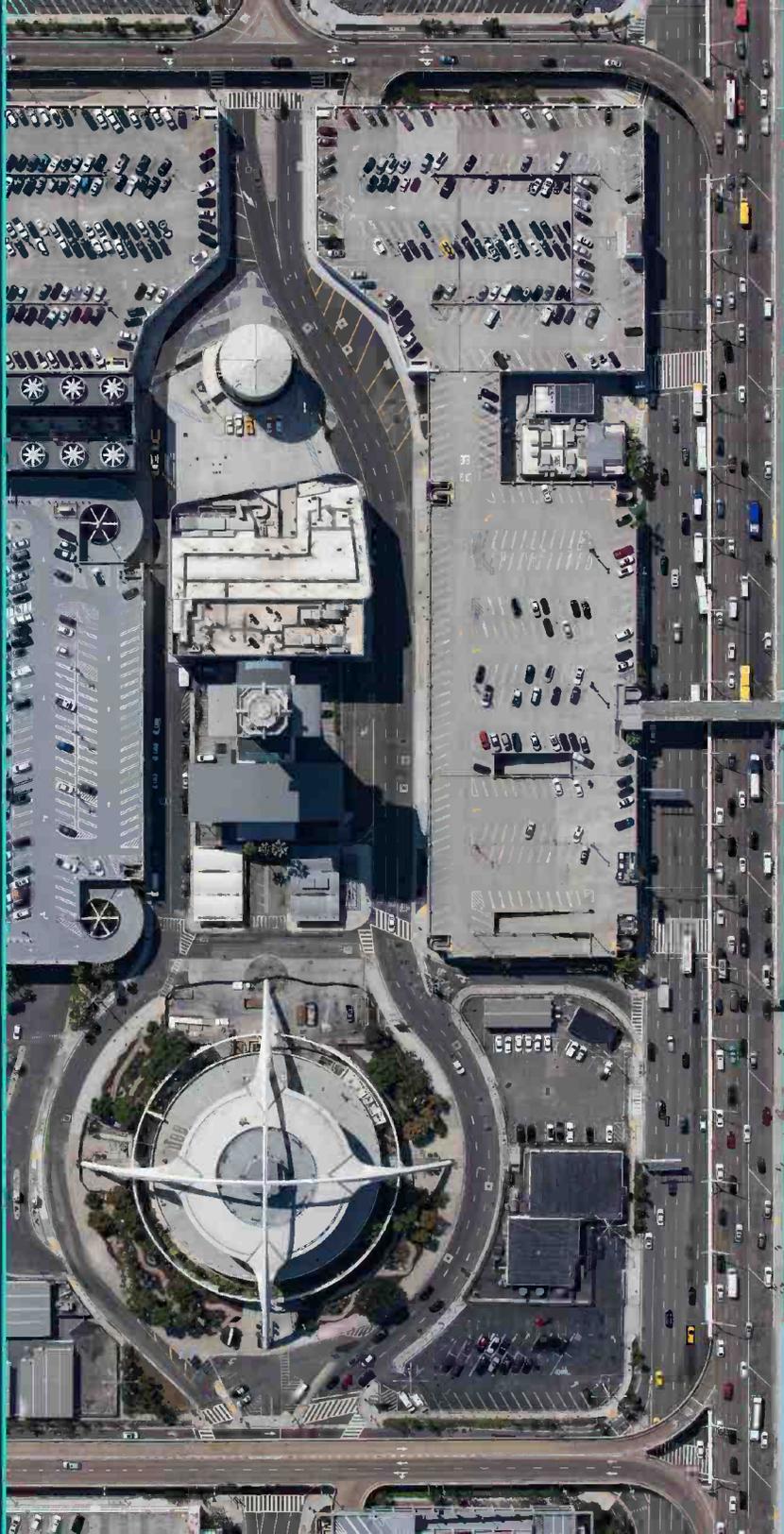
- Conducted unique stakeholder outreach program
- In subsequent phases we will leverage AI to build better campus simulations to predict energy and carbon reductions

Community/Stakeholders

Anser utilized AI (DALL E 2) as part of the ideation process to visualize what a potential Hotel and Hospitality development might look like on campus. Visual tools help stakeholders and users contextualize *what if* and *what’s possible* when developing opportunities.

PART B - SECTION 4

Structure, Management, and Approach





ACCELERATING UP

MANAGEMENT THAT CONNECTS COMMUNITIES AND READILY APPLIES INNOVATION

Anser has served as an extension of LAWA's staff since 2016 under various contracts as a sub-consultant, servicing the execution of the current \$15B capital program (CIP I). Maintaining the same continuity of staff that Anser has provided to LAWA over CIP I, Anser will be honored to serve as a prime consultant carrying forward our work on CIP II. Our strong local proposed personnel coupled with our national team of experienced, qualified, licensed, and certified staff have delivered excellent technical support services for LAWA and other large aviation and transportation agencies. We bring a depth and breadth of program, project, and construction management experts familiar with all forms of alternative delivery methods, including Progressive Design Build (PDB), Design-Bid-Build (DBB), Design-Build (DB), Construction Management at Risk (CMAR), and Design-Bid-Finance-Operate-Maintain (DBFOM).

We understand that LAWA's needs are varied, encompassing terminal, airside, landside, and roadway projects. We will provide the most qualified and knowledgeable staff that best align with your individual project needs to best support each MATOC task order. We have assembled a deep bench of staff exemplify proven expertise in the areas of project controls, diversity and inclusivity programs, economic oversight, wayfinding improvements, cargo modernizations, buildings projects, and technology services, to name a few. To that end, our Structure, Management, and Approach provided in the following pages are comprehensive and adaptable to best address and be responsive to your needs.



1. PROJECT AND PROGRAM MANAGEMENT

COMBINING A PROVEN MANAGEMENT APPROACH WITH CREATIVITY, INNOVATION AND TECHNOLOGY

TEAM MANAGEMENT, AVAILABILITY, ACCESSIBILITY OF STAFF

Our proposed project team was specifically assembled with LAWA's upcoming projects, internal operational initiatives and goals, and the successful execution of CIP II as our primary focus. With a team of familiar faces that will continue to service LAWA under this MATOC contract, the Anser team has gathered industry leading experts both internal to Anser and through our 30 sub-consultant teaming partners.

Sunil Mallaiah, our Principal-in-Charge, will be engaged in managing our support services. Anser is fully committed to supporting LAWA's need for qualified staff as requested in the MATOC delivery method. Sunil will be the leader of our group and will be responsible for team management at all levels. Sunil is very familiar with the MATOC-type delivery of services as he managed one of the nation's largest MATOC/staff augmentation programs for the LAUSD as their Director of Construction for more than 15 years. Anser has already developed a staffing plan with available resources based on having performed a *deep dive* into LAWA's CIP II, focusing on understanding the nature and type of projects.

Upon issuance of the Notice of Intent to Award, Sunil will meet with the Anser Key Personnel, Specialty Experts, and XBE partners to focus on the immediate need for qualified resources for the program. Anser has already developed a staffing plan based on the projected needs of LAWA's CIP II. Our experience at LAWA provides Anser an in-depth understanding of the projected and current airside, landside, terminal, utility, and technology projects. Anser has prepared a deep pipeline of available and qualified resources locally and, if

4: STRUCTURE, MANAGEMENT, AND APPROACH



needed, nationally. We also have been in constant communication with all XBE partners that make up our team throughout our entire team assembly and proposal development process, enabling every sub-consultant to also develop, provide and contribute to the full Anser team roster of available resources to meet the demands of LAWA's CIP II.

Sunil will have regular meetings with our other Key members of our staff –including John McCabe, our Safety Manager, and Phillip Owens, our EIT Economic Impact Team Manager—to verify that Anser is fully aware of and prepared for the current and future resource needs of LAWA. Anser's approach to address initial staffing requirements, as directed by LAWA's task order requests, will first leverage our well-vetted Anser team staffing plan, developed throughout the course of our proposal development process. **Our team's fully developed roster of qualified staff will be reviewed and analyzed in order to first utilize available staff and streamline the onboarding process with LAWA.** In addition, Sunil will work proactively with Anser's Talent Acquisition (TA) team, Anser's internal recruiters, and our sub-consultants to make available additional resources, as needed beyond our initial roster of **173 identified team personnel**, to best service LAWA's needs. **Sunil Mallaiah, Phillip Owens and John McCabe will make certain that every sub-consultant has the same opportunity to present qualified candidates to support the program's needs.**

Sunil, along with Anser's TA team, will verify that each candidate who is being presented to LAWA meets and/or exceeds the required qualification/experience. Our team will then meet with the candidate to verify that they are the right fit for LAWA based on qualifications, experience, and communication skills. Upon determining if the candidate is the right fit for LAWA, our DEI officer, Phillip will verify we are complying with the SBE requirements and other DEI guidelines. Upon Phillip's review, our team will submit the candidates to LAWA in the format as specified and will also verify that the candidate's rate is within LAWA's pre-established rate.

STAFFING APPROACH



PLANNING

- » Determine client needs, professional skill sets required, and time frames needed.
- » Recognize and incorporate LAWA's specific compliance requirements and distinct culture.
- » Incorporate community and stakeholders through established relationships with xBEs and professional partners.
- » Provide a wide of range services and xBE firms ready to serve LAWA's needs.



STAFFING REQUEST

- » Upon LAWA identifying required services, as a Prime, Anser provides the right candidate for the job.
- » A thorough review of the position description.
- » Comparing with our established staff for the right fit.
- » Provide opportunities for the entire team, including and reaching out to all xBE partners.
- » Active recruitment to expand the candidate variety.



PREPARATION

- » Prepare the right candidate for the work at hand.
- » Input resume into the standard LAWA format.
- » Acknowledgement the rate confirmation.
- » Establish an exclusivity agreement.
- » Prepare candidate for interview.
- » Extend our understanding of the varied communication needs across multiple stakeholders.



ENGAGEMENT WITH LAWA

- » Prime candidates have been put forward and are ready to meet
- » Participate in initial interview with LAWA.
- » Offer is extended to the candidate and accepted.
- » Conduct rigorous on-boarding process.
- » LAWA feedback (if requested).



CONTINUED SUPPORT

- » Anser to conduct initial 30 day follow up with the staff member.
- » Anser periodic check-in with staff member.
- » Anser periodic check-in with direct supervisor at LAWA.
- » Incorporate feedback into process.

Figure 3: Anser's approach to external Anser team staffing requests for LAWA's MATOC

4: STRUCTURE, MANAGEMENT, AND APPROACH



APPROACH AND METHODOLOGY FOR ACCOMPLISHING SCOPE UNDER A MATOC

Sunil Mallaiah has extensive experience managing one of the nation’s largest MATOC—or MATOC–style staff augmentation programs for LAUSD. Sunil fully understands the process of LAWA’s MATOC program and brings institutional knowledge of both LAUSD’s program and our ongoing support of LAWA’s CIP I to develop our approach and methodology to LAWA’s CIP II.

Anser has an extensive understanding of LAWA’s ongoing projects and future projects of CIP II, including airside, landside, terminal, utilities, and innovative/smart technology. Based on this understanding, Anser has insight into the various roles and positions that may be needed to execute these projects. Along with our personnel resource pipeline, we have also developed a resource(s) /staffing schedule related to planning, engineering, and construction support services. Additionally, we have determined that certain staff have the experience and credentials to meet the security requirements of Federal Aviation Administration (FAA), Department of Homeland Security (DHS) and LAWA’s Airport Capital Improvement Program (AICP).

Before submitting candidates for a role, our team will verify that our proposed staff has the necessary experience coordinating with airline tenants, FAA, DHS, Los Angeles Department of Water and Power (LADWP), Airport Police Department (APD), Airport Operations, Facilities Maintenance and Utilities Group (FMUG), LAWA Quality Assurance & Quality Control Inspection Division (QACID) as needed.

We anticipate a key challenge to support LAWA MATOC program would be the timely availability of specific resources as requested by LAWA, which is typically two-to-three weeks. Based on understanding this key challenge, we have already taken steps by organizing networking and outreach events and placing certain notifications on several vital media platforms to identify and recruit staff on a conditional basis.

Challenges/Issues

Timely availability of personnel resources is a challenge due to shifting schedules and re-prioritization of projects due to funding and other constraints.

Solutions

We’ve taken steps by organizing networking events, placing certain notifications in several key media platforms to identify and recruit staff on a conditional basis (if needed) in anticipation of the needs of the CIP. Additionally, Anser recruits continuously on an annual basis for the best qualified candidates rather than a role/position and consequently, we will adopt a year around recruitment schedule, keeping in mind LAWA’s pre-established roles/positions. campus simulations to predict energy and carbon reductions.

Community/Stakeholders

We have established an XBE community to supplement our resources and address all personnel needs. We’ve built redundancy into our org chart and staffing pipeline so that we can address overlapping contracts and large, complex programs.



Anser’s XBE Outreach Event in Los Angeles. Shown here from left, Paul Pendergast with BuildOUT, mentor-protégé and XBE partner Bobby Jones with CTI Environmental, and XBE partner Samuel Sowko with SSC, Inc.

Figure 4: Images of the Anser team’s fully developed staffing tool, known as LAWA-QAM - available to LAWA immediately (right now)!

4: STRUCTURE, MANAGEMENT, AND APPROACH



Anser recruits continuously look for the best-qualified candidates rather than a role/position. Consequently, we will adopt a year-round recruitment schedule, keeping LAWA's pre-established roles and positions in mind. Another potential challenge is the timely processing of administrative requirements when presenting qualified candidates. We know the submission document for every candidate can be time-consuming, and we need to expedite this as a long-lead action item. Anser has a proactive approach that will meet the administrative requirements. For example, we have created a resume template tailored to several often-requested roles. This template complies with LAWA's requirements and includes a supplemental checklist to make sure that the candidate meets and/or exceeds the requirements concerning education, experience, direct rate, and license/certifications as needed. This checklist will be reviewed for every candidate before inputting the candidate's experience into LAWA's template. Our TA staff will verify that every candidate's direct rate falls within the pre-established rate as published by LAWA prior to submission.

Another challenge is the need for new candidates or selected personnel to be familiar with LAWA's program policies and operating procedures. Anser will train our proposed staff so they are fully aware of LAWA's program, (a) before the candidate's interview and (b) before the candidate mobilizes at the project office. Upon selection of the candidate by LAWA, Anser will have the successful candidate go through a detailed orientation process with Anser to verify that the candidate is thoroughly familiar with LAWA's standard operating procedures, key stakeholders, communication protocols, and LAWA's Design and Construction Handbook (DCH). In addition to the above orientation, Anser has a stringent policy of safety orientation and will verify that every candidate has the required OSHA 10 or OSHA 30 certification before mobilization to the LAWA office. Other necessary certifications may be NFPA 70e for specific electrical inspection roles, confined entry, and CPR. Additionally, we will verify that each candidate, irrespective of employment with Anser or a sub-consultant firm is fully cognizant of the role, responsibilities, and job duties for which they are selected.

4: Structure, Management, and Approach

Challenges/Issues

Administrative processes are organized and streamlined to prevent delays when onboarding new staff. Addressing re-prioritization of projects due to funding and other constraints.

Solutions

We have developed templates and internal processes to assess, present, help coach, and onboard new candidates expeditiously. As part of this process, we train each potential candidate so that they are familiar with LAWA's policies, procedures, and operations.

Community/Stakeholders

We will look to our XBE partners and the community to bring on interns to cover the needs of LAWA's CIP II. Part of this partnership is training on LAWA's processes and procedures, internal Anser processes and procedures, and a clear explanation of the roles and responsibilities of the position. We will not onboard a candidate and walk away but rather conduct regularly scheduled follow-up meetings with Anser's Principal-in-Charge, Safety Manager, and EIT Economic Impact Team Manager so that the individual feels connected to both LAWA as staff augmentation and also to the corporate culture Anser is intentional to cultivate.

Anser will also provide certain key *lessons learned* based on similar project experience at LAWA or other airports to the candidates prior to starting at the LAWA's office.

ADMINISTRATIVE STRUCTURE FOR MANAGING DIVERSE RANGE OF ASSIGNMENTS

Since Anser (through legacy firms DHS Consulting, RG Group Global, and RW Block Consulting) currently supports LAWA, Anser has the insight and knowledge of the typical diverse range of assignments required by LAWA to execute the CIP II effectively. Based on this current knowledge and the projected CIP projects, Anser has strong knowledge of the various roles as needed by LAWA for 2024 and beyond. The Anser team has a depth of diverse sub-consultants who provide a range of key and support services and, consequently, can provide the necessary support to LAWA for any assignment.

Sunil will meet with Anser's TA team weekly to review the current open positions as requested by LAWA while coordinating with all the sub-

4: STRUCTURE, MANAGEMENT, AND APPROACH



consultants and reviewing all the candidates' resumes. The TA team will do a detailed review of all candidate submissions by the sub-consultants on our team concerning candidates' qualifications, direct rates, licenses, and certifications based on the assignment requirement. The Anser TA team will provide each sub-consultant with a checklist to verify a quality control check is done on each candidate by every sub-consultant before submitting the candidate's resume to Anser.

Anser will take a proactive approach to meet the administrative requirements, such as resume template format, by creating a resume template for several roles that are recurring and which complies with LAWA's requirement. A supplemental checklist to verify the candidate meets and/or exceeds the requirements concerning education, experience, direct rate, and license/certifications as needed will also be created and shared with all the sub-consultants. Sunil, along with the TA team, will then either (1) submit to LAWA if the candidate(s) meet all the requirements and/or (2) communicate with the sub-consultant to provide additional qualified candidates timely.

MAINTAINING TEAM COHESION AND DYNAMICS UNDER A MATOC CONTRACT

Sunil has prior experience managing a MATOC type Staff augmentation contract as the owner while he was with LAUSD. LAUSD's staff augmentation contract was the largest in the nation, with more than 1,000 consultants hired for the nation's most prominent school building and modernization program. Sunil played a significant role in developing standard operating procedures and executing/managing the contract with several prime contracts and 100's of sub-consultants with effective communication, clear and precise directions, and a very collaborative approach.

Anser's team of sub-consultants already have an excellent relationship with our firm based on previous programs based on our previous contracts and have a deep sense of trust and understanding. We will build on this existing relationship by offering transparency, support meaningful collaboration, and execute effective communication during the contract. We will meet

with all our sub-consultants on a biweekly or monthly basis to discuss the ongoing contract status, open and upcoming requisition(s), and will provide updates of the program while also reviewing the quality and quantity of candidates being submitted, the LBE/LSBE and DVBE goals.

Sunil will update all team members regarding current open positions, positions closed, and Anser/team-filled positions for transparency and to build on existing trust. We strongly believe effective communication with transparency will lead to a solid and cohesive team that will work toward one goal and fulfill the requirements of LAWA's MATOC program.

APPROACH TO TRAINING AND DEVELOPMENT OF STAFF AND STAFF RETENTION

We understand that LAWA's Program Services MATOC requires the Anser team to perform as staff augmentation and, therefore, must fit in with LAWA's culture and practices. Anser's internal policies and practices align with LAWA's, and we want to make sure all our employees have access to all the training and internal development offerings so they remain happy, productive, and engaged. Below is an overview of some of the training, development, and retention programs we have in place.

Employee Resource Group (ERGs)

ERGs are voluntary, employee-led groups aiming to foster a diverse, inclusive workplace. They are organized by employees who share a characteristic, whether it's gender, ethnicity, religious affiliation, lifestyle, or life experience. ERGs are safe spaces where employees can bring their whole selves to the table. At the same time, ERGs can be powerful engines of ideas and initiatives that have the potential to benefit the entire company, including its bottom line. Our proposed EIT Economic Impact Team Manager, Phillip Owens, was instrumental in developing our ERG program at Anser and leads the DEI cohort.





Elevate Leadership Program (ELP), Training and Development

Anser's Elevate Leadership Program for mid to senior-level managers, addresses several goals, including uniform training on Anser business management coaching, exploring cultural differences in the workplace, and networking across business units and regions. Anser employee Brian Proffitt, who provides staff augmentation services at LAWA on the MSC South program, participates in the Elevate Leadership Program. Brian has had the opportunity to bond with other Anser employees across multiple market segments and roles. The August session included a tour of the construction management work Anser is actively delivering at Charlotte International Airport (CLT). Anser's ELP participants were given a tour of the facility and both airside and terminal improvements. The tour was led by CLT's Airport Planning Director, Amber Leathers and then followed by a session on DEI led by Phillip Owens.



Phillip Owens teaching diversity and DEI at Charlotte International Airport with LAWA's RFP as a case study during the August cohort in Charlotte, North Carolina.



Anser's Elevate Leadership Program at CLT. Shown left to right is CLT's Planning Director, Amber Leathers, the Designer, and Anser's Brian Proffitt.



ELP cohort enjoying a team-building dinner in Charlotte, NC.

INTERNAL COMMUNICATIONS AND LAWA/STAKEHOLDER RESPONSIVENESS

Communication is a vital part of LAWA's success. This includes communication between Anser and our sub-consultant partners. Knowing the professional methods of communication is essential to build trust between all parties. Communication between Anser and our sub-consultant partners will be addressed in three methods.

First is personal communication—a targeted message for small groups of persons. This includes direct phone conversations, in-person meetings, online meetings, email, etc. Second would be a wider staff audience—often multiple groups of sub-consultants across many offices. This is where email and online meetings would prove more effective. Third is informal—a chance for colleagues to have business and personal discussions. This could include Anser-hosted outreach events and more significant events such as awards ceremonies.

4: STRUCTURE, MANAGEMENT, AND APPROACH



Communications between Anser and LAWA, and its stakeholders would use the same methods listed above, however, with a different focus leaning more toward personal communication. Regular engagement will be required to address any concerns or questions LAWA may have. Providing professional, direct, clear, and actionable responses within a reasonable timeframe.

LEVERAGING TECHNOLOGY: CREATIVITY, INNOVATION AND DIGITAL EMPOWERMENT

Anser has made significant technological investments into becoming one of the industry's most creative, unique, and innovative construction consultancy firms. New technologies are creating opportunities for LAWA to reinvent how LAWA is currently planning, delivering, and maintaining its facilities. This new age of digital transformation and empowerment will change how LAWA manages its facilities' lifecycles. LAWA's biggest challenge is to seamlessly connect new technology to LAWA's passengers. Anser, along with its acquisition of Gafcon Digital and the acquisition of Anser Advisory by Accenture, is uniquely positioned to help LAWA blend its digital experiences with its physical ones, which will facilitate a seamless customer experience. The following highlights our unique project management aspects.

Innovation Laboratory and Branded Solutions

Anser's Innovation Division, led by Leigh Valudes, established Innovation Laboratory that is a resource for our employees and clients to access and train in the latest cutting-edge technologies. This innovation lab is where renowned industry subject matter experts can meet and develop solutions to our most common project challenges. The outcomes from these meetings are Anser's *Branded Solutions*, officially trademarked and available to our staff and clients to facilitate the successful management of our complex projects.

Anser Education-Certified Construction Manager (CCM) Training

Anser is one of two companies in the U.S. that is licensed by the Construction Management Association of America (CMAA) to provide Certified Construction Manager (CCM) training. We offer this training for our employees and our clients. This training is a service that none of the other firms currently at LAWA can provide. Anser Advisory currently provides CCM training to the LAUSD with great success.



Anser is one of only two consultant firms in the country certified and approved by CMAA to teach CCM and CMIT training courses. We have refined our curriculum as a Branded Solution.

ANSER
ADVISORY



R-SHIELD™

An All-in-One Security Risk Solution

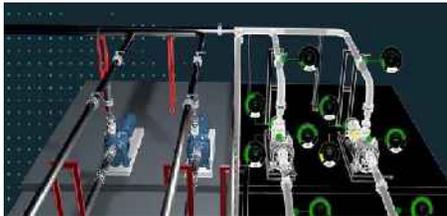
R-Shield is one of the many Branded Solutions Anser's Innovation Laboratory offers. This tool combines powerful technology with premier security expertise to plan against risks.

4: STRUCTURE, MANAGEMENT, AND APPROACH



Anser Advisory's acquisition of Gafcon Digital

Anser acquired Gafcon Digital on May 22, 2023, to further Anser's digital transformation and digital empowerment services. Gafcon Digital is the world's leading software-agnostic systems integrator for building and infrastructure owners. The combination of Anser Advisory and Gafcon Digital provides the benefits of digitization throughout the entire building lifecycle of critical infrastructure assets and projects.



Anser recently acquired Gafcon Digital, a company dedicated to digital empowerment and partnering with clients to help them identify, develop, implement, and maintain digital tools.

Accenture's Acquisition of Anser Advisory

Accenture acquired Anser Advisory on August 7, 2023. This acquisition is a game changer for Anser Advisory and Anser's clients. Technology is the core of change today and Accenture is one of the world's leaders helping to drive that change with strong Ecosystem relationships. Accenture is a key partner of a broad range of technology providers, including Adobe, Amazon Web Services, Cisco, Dell, Google, IBM, Microsoft, Oracle, Salesforce, SAP and many others.

Accenture's Digital Experience offerings for LAWA

LAWA recently selected Accenture for several scopes of work under the Digital Experience contract to provide professional, expert, technical and/or special services on an as-needed basis as directed by LAWA Information Management and Technology (IMT). LAWA's contract with Accenture is an opportunity to expand LAWA's digital capabilities through Anser Advisory's PMCM contract.

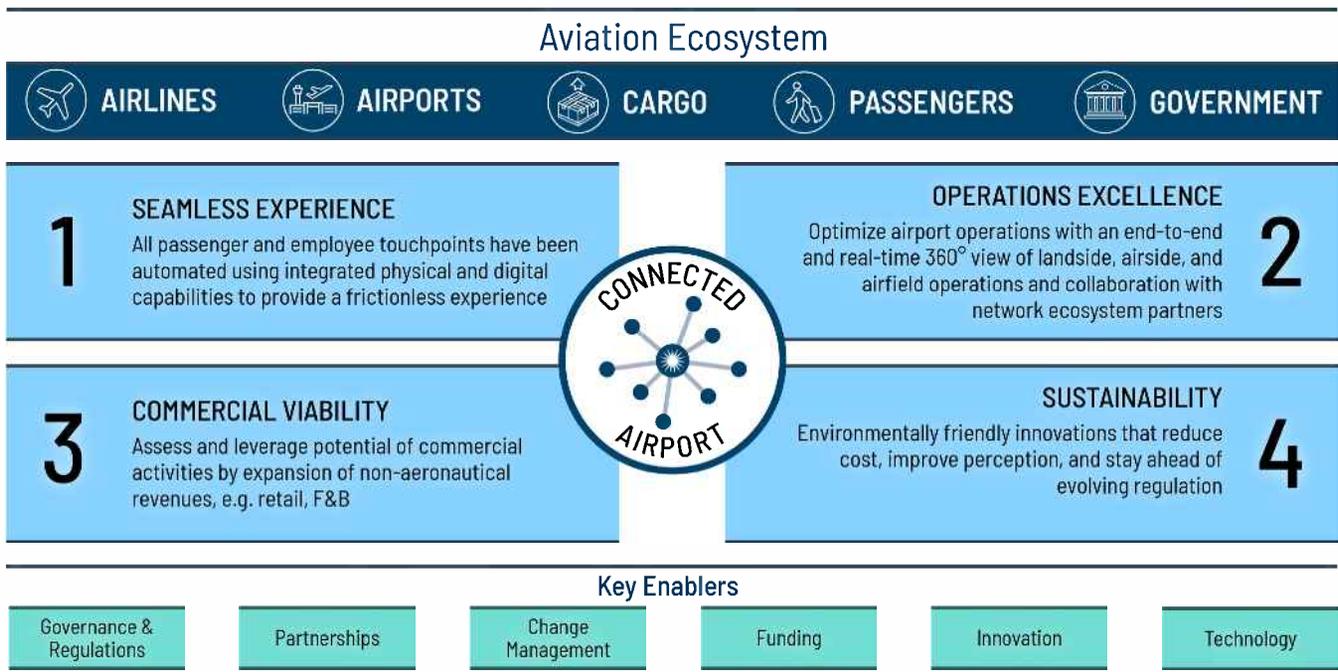


Figure 5: Anser is now part of Accenture. The graphic above illustrates Accenture's strategic plays for a Digital First, Connected Airport.



2. ORGANIZATIONAL CHART

LAWA
LOS ANGELES WORLD AIRPORTS

Terri Mestas
Chief Development Officer

Amy Imamura
Director of Economic Impact and Transformation

PRINCIPAL-IN-CHARGE

AA **Sunil Mallaiah, A.DBIA, LEED GA**

SAFETY MANAGER

CT **John McCabe, CSP, QEP, CEM**

EIT ECONOMIC IMPACT TEAM MANAGER

AA **Phillip Owens, PMP**

Base Scope				
<p>COMMISSIONING</p> <p>30 Michael Kalemkaryan, CXA, BECXP, CXA+BE, BCxP, LEED AP BDC, GGP, EMP</p>	<p>CONSTRUCTION AND LOGISTICS MANAGEMENT (CALM)</p> <p>VS Brian Matsumura</p>	<p>PARTNERING FACILITATION</p> <p>RR Schena Rourk</p>	<p>PERFORMANCE / ORAT</p> <p>CH Maureen Crawford</p>	<p>CLAIMS, MITIGATION, MONITORING, AND DISPUTE RESOLUTION</p> <p>AA Lanita Bates, JD</p>
<p>DESIGN MANAGEMENT</p> <p>Design Management Lead</p> <p>AA Brian Proffitt, RA</p> <p>Landside Design</p> <p>SI Sam Sowko, PE, PMP, CCM</p> <p>Planning/Sustainability</p> <p>PS Darlene Yellowhair, PE, PTOE, RSP2I, ENV SP</p>	<p>CONSTRUCTION MANAGEMENT</p> <p>Construction Management Lead</p> <p>AA Kenneth Darr</p> <p>Construction Management - Airside / Landside</p> <p>AA Ray Parvaresh</p> <p>Construction Management / Buildings / Landside</p> <p>AA Steve Kimball</p> <p>Performance Management / KPIs</p> <p>LF Marcia Ingino, PMP, ACP, PBA, CBAP, CLM</p> <p>Construction Manager IV</p> <p>PG Raul Rasco, PE</p> <p>Peer Review</p> <p>AA Nagi Abdelsayed</p> <p>Risk Assessment / Management</p> <p>AA Shawn Paroline</p> <p>Constructability Analysis</p> <p>SI Chris Shiels, PMP</p>	<p>PROJECT CONTROLS</p> <p>Project Controls Lead, As-Built Schedule Updates</p> <p>AA Mitchell Arciaga, PMP</p> <p>Claims Specialist</p> <p>AA Craig Halvorson</p> <p>Document Control Lead</p> <p>CA Robert Hilton</p>	<p>TECHNOLOGY</p> <p>Technology Management Lead</p> <p>AA Sheida Roghani</p> <p>Wayfinding Specialist</p> <p>GS Jim Harding</p> <p>BIM Managers</p> <p>TA Shobhit Baadkar</p>	<p>PROJECT MANAGEMENT</p> <p>Project Management Lead</p> <p>AA Tom Hellwig</p> <p>Project Management Deputy</p> <p>AA Heather Hilgers, PE*</p> <p>Project Management - Airside, Program/Project Reporting</p> <p>LF Monique Jackson, MBA, PMP</p> <p>Performance Management and KPIs</p> <p>PG Walid Azar, PE, LEED AP, ENV SP, DBIA</p>
<p>Site Investigation/Surveying</p> <p>CG Shannon Conaway</p> <p>PS Daniel Rahe, PLS</p> <p>Environmental Reporting</p> <p>WT Jennifer J. Walker PE, DWRE, CFM, QSD, LEED AP BD+C</p> <p>CT Karol Arteaga</p> <p>PS Irena Mendez, PhD</p> <p>Stakeholder/Third-Party Coordination</p> <p>RR Sandra Ko</p> <p>Architecture</p> <p>WE Julia Contaldo</p>	<p>Program/Project Cost Estimating</p> <p>AA Andy Kleimola, CEP, CPC</p> <p>O2 Edgardo Racelis</p> <p>Bench Marking</p> <p>TR Sean VonFeldt</p> <p>Trend & Variance Reporting</p> <p>AA Vidya Dixit, CCP, PSP</p> <p>Cost Control and Financial Analysis/Closeout</p> <p>AA Binu Mathew</p>	<p>Digital Specialist</p> <p>CA Joe Duran</p> <p>Digital Thread Governance</p> <p>AA Laura Kogut</p> <p>AA Katerina Milovanoska</p> <p>GIS Specialist</p> <p>WT Jeremy Liby</p> <p>Innovation Lead</p> <p>AA Leigh Valudes, CMQ-OE, PMP, LEED AP</p>	<p>Optional Scope Category 2</p> <p>EIT Economic Impact Team Manager</p> <p>AA Phillip Owens, PMP</p> <p>Inclusivity Program Manager</p> <p>RR Schena Rourk</p>	<p>Workforce Development Lead Coordinator</p> <p>LF Erin McGehee</p> <p>Workforce Development Coordinators</p> <p>LF Mariessa Edmonson</p> <p>CA Nicholas Suchiasean</p>
<p>Optional Scope Category 1</p> <p>Safety Management</p> <p>CT John McCabe, CSP, QEP, CEM</p> <p>Construction Inspection</p> <p>AA Nagi Abdelsayed</p> <p>AA Alex Fischer</p> <p>PG Bryan Anderson, ICC</p>	<p>Quality Assurance / Quality Control</p> <p>O2 Ralph Pizza, QES</p>	<p>Special Inspections / Training / Other</p> <p>ZT Farzad Tasbihgoo, PhD, PE, CQA, CWI, PCI III</p> <p>Deputy Building Inspection</p> <p>A1 Chris Batilaran</p> <p>MEP Inspection</p> <p>A1 Mike Metcalf</p>	<p>Optional Scope Category 3</p> <p>ADA/Compliance Monitoring</p> <p>AA Mark Morrison, AIA, NCARB</p> <p>Commercial/Property Development</p> <p>MR Joey Mendoza</p>	<p>Advisory Support</p> <p>AA Dan Molloy</p> <p>Alternative Delivery</p> <p>AA Mark Atkinson</p>

LEGEND

Key Personnel Specialty Expert

DBE LSBE OBE

DVBE LGBTBE SBE

LBE MBE WBE

*Designates out of state PE licenses
All other PE licenses are in California

SYMBOL	CONSULTANT NAME	ENTERPRISE TYPE
AA	Anser Advisory	
30	30C, Inc.	
A1	A1 Management & Inspection, Inc.	
CA	Casamar Group, LLC	
CC	Converse Consultants	
CG	Conaway Geomatics, Inc.	
CH	Chrysalis Global Aviation	
CT	CTI Environmental, Inc.	
GS	Gresham, Smith and Partners	
LG	Leighton Group, Inc.	
LF	L&F Project Management	
MR	Monument, Inc.	
O2	O2EPCM, Inc.	
PG	PMCS Group, Inc.	
PS	Psomas	
RR	Redwood Resources	
SI	SSC Inc	
TA	TITAN AEC	
TR	Triunity, Inc.	
WT	Watearth, Inc.	
WE	WEFAS Architecture, Inc.	
ZT	ZT Consulting Group, Inc.	

4: STRUCTURE, MANAGEMENT, AND APPROACH



3. TEAM STRUCTURE

TEAM COMPOSITION

Anser's teaming structure starts with our existing LAWA-based staff and our other Southern California and national Aviation personnel. Our resources are supplemented with our proven sub-consultants with an intentional focus on various XBE firms that will meet LAWA's requirements. We looked to create a mix of LAWA and outside experience, airport and other industry experience, and local and national experience in our internal and external personnel.

Our selections were based on experience and fit for this work. For internal personnel, we sought out those with experience at LAX and other airports to bring familiarity and a fresh perspective and those with experience in aviation and other sectors for a different kind of fresh perspective. For sub-consultants, we took the same approach choosing some with prior LAX experience and others who will add diversity in experience. We relied on our experience to bring on the best sub-consultants we have partnered with in the past and checked industry references to vet potential sub-consultants who were new to us. We interviewed team principals to verify their approach was a fit for us and LAWA and we reviewed resumes to make sure they added value.

APPROACH TO MANAGING SUB-CONSULTANTS

Our approach to managing sub-consultants starts with clear and frequent two-way communication. It is important to us that our sub-consultant partners are equally as informed as we are because we are stronger as a well-informed team. We believe in a fair chance for all. We will provide any available opportunities, whether for staff augmentation positions or one-off task orders, to all sub-consultants. This will verify that the best, most diverse resources are available to LAWA. We believe in prompt payment as the fuel that keeps our sub-consultants going. We will not only verify they are paid quickly but will also work with them to verify that all invoices are submitted in a timely manner. This will prevent them from getting behind which can cause them operational difficulties. As the prime consultant, we will also provide mentorship to our sub-consultants. We will teach them how the LAWA process works and how a larger consulting firm handles various aspects of the business. Our goal is to help them graduate them from sub-consultant to prime consultant status. The chart below further explains each sub-consultant's role on the contract and why we chose them.

SUB-CONSULTANT PARTNER QUALIFICATIONS

The following table is an overview of our sub-consultant partners' experience, detailing their intended scope coverage, unique attributes, and XBE status.

Team Structure Summary

Teaming Structure Approach

- Start with best internal team.
- Sought best qualified sub-consultants.
- Included mix of LAWA and non-LAWA experience.

Selection Decisions

- Validated prior experience with subs.
- Checked industry references.
- Interviewed team principals.
- Reviewed team resumes.

Candidate Expertise

- A base of LAWA experience.
- Built on with other industry and airport experience.
- Added subs to fill gaps.
- Sought the diverse team.

Structure Beneficial to LAWA

- A wealth of experience.
- Proven resources and significant new blood.
- Covers the breadth and depth of potential needs.

Unique Qualifications

- Backed by Accenture.
- 30 subs available.
- Deep experience and new blood to fit all rate bases.

Unique PM Approach

- Experience with all delivery methods.
- A mix of construction and design managers.
- Knowledge from other airports and other businesses.
- Diverse viewpoints.

Managing On-site Staff

- Fully integrated as members of the firm, not body shop.
- Significant interactions with others in the local market/community.
- Anser ELP and other Programs

Managing Sub-consultant Partners

- Open, honest, frequent.
- Fair chance for all.
- Prompt payment.
- Mentorship.
- Demonstrate Excellence and how we Surpass LAWA Expectations
- We offer great people who have succeeded at LAX and elsewhere.



SUB-CONSULTANT TEAM ATTRIBUTES

FIRM	SCOPE	UNIQUE ATTRIBUTES	XBE STATUS
 3QC (3Q)	Base Scope, Y. Commissioning Services; Optional Scope 1, C. Specialty Inspection, ii. Mechanical, Electrical, and/or Plumbing (MEP) Inspection	3QC is an SBE/microbusiness that will perform building commissioning and sustainability services. 3QC will ensure that all task order projects will meet the commissioning requirements and keep true to sustainable goals for LAWA while maximizing the health and welfare of passengers and workers. From experience on the LAX Alaska Airlines Terminal 6 Redevelopment project and a joint project with Anser Advisory for the Long Beach Airport Terminal Improvements delivered as Progressive Design Build, and other aviation staff augmentation projects, the team understands that commissioning airports terminals takes a unique understanding of thermal comfort, indoor air quality, and lighting.	SBE/Micro OBE
 A1 Inspection (A1)	Base Scope, B. Construction Management, AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.); Optional Scope 1, Quality Assurance	A1 Inspection is an LBE/SBE/LSBE/DBE/WBE firm that will provide construction inspection, IT support, deputy building inspection, and MEP inspection services. They can also provide support for CASp compliance under the ADA Consultation scope. A1 brings relevant experience providing similar services on LAX Utilities & LAMP Enabling Project (LULEP), Automated People Mover (APM), Tom Bradley International Terminal (TBIT), and other Los Angeles projects, including complex projects for LADWP, Caltrans District 7, and LA Metro.	LBE/SBE/LSBE DBE/WBE
 Casamar Group (CA)	Base Scope, A. Project Management, B. Construction Management, D. Contract Administration, F. Site Investigations, H. Document Controls, U. Environmental Reporting	Casamar is an LBE/SBE/LSBE/DVBE/DBE Casamar's PM/CM support services include project administration Staffing, Data Management and Analysis, Analytics, Document Control, Construction Management, Research & Report Preparation, Utility, and Local Agency Coordination. Casamar brings collaborative experience with Anser as they have provided similar services on LAWA Midfield Satellite Concourse (MSC) South project, LA Metro Center Street (Emergency Operations Center-ESOC), OCTA Transit Security Operations, and our LA Metro Sepulveda Transit Corridor Program Services PMSS for PDAs.	LBE/SBE/LSBE/DVBE/Micro DBE
 Chrysalis Global (CH)	Base Scope, B. Performance & Operational Readiness Airport Transition (ORAT)	Chrysalis Global is an OBE that enjoys the distinction domestically of having provided Operational Readiness, Activation and Transition (ORAT) services for over 19 years, longer than any other U.S. firm. Formed in 1998, Chrysalis is the recognized ORAT leader within the aviation industry. Chrysalis has delivered over \$11.7 Billion in successful airport facility openings, including complex, high-profile efforts such as the 2017 LAX Terminal Swap (billed as "one of the largest terminal moves in the history of commercial aviation"), Salt Lake City's \$4.1 Billion Airport Redevelopment Program, and Williston Basin International Airport (named 2020 <i>Project of the Year</i> by Airport Business magazine.)	OBE
 Conaway Geomatics (CG)	Base Scope Services, F. Site Investigations (survey, potholing, utility mapping, etc.)	Conaway Geomatics, Inc. is a full-service DVBE geospatial firm delivering land surveying, GIS and consulting service focused around providing solutions that meet the clients project requirements. Conaway has been providing services for LA Metro on the G-Line, Crenshaw/LAX North Extension, Sepulveda Transit Corridor, and other significant transportation and aviation programs nationally.	DVBE
 Converse (CC)	Optional Scope 1-Quality and Safety Services; Quality Assurance, C. Specialty Inspection	Converse is an LBE/SBE firm with 60 staff of engineers, geologists, field/lab technicians, inspectors, and office personnel who are available for all client projects in Southern California. Converse has an excellent reputation for the integrity of the firm, the quality of its service, and its commitment to clients. They provided quality, safety, and specialty inspection services on LAWA's 24L and 24R Runway Improvements project.	LBE/SBE MBE
 Gresham Smith (GS)	Base Scope Services; AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.) Wayfinding	Gresham Smith knows airports, and more importantly, they know LAX. The team was the subject matter expert that developed the Wayfinding Assessment of Future Project for LAWA's LAMP program and terminal modernizations. The firm explores visual, verbal, and virtual solutions for communicating information to help customers, passengers, patients, and visitors easily navigate public places and spaces. They have provided similar wayfinding services at CLT, SFO, DFW, DEN, ATL, SLC, and many other airports.	OBE



SUB-CONSULTANT TEAM ATTRIBUTES

FIRM	SCOPE	UNIQUE ATTRIBUTES	XBE STATUS
 Leighton (LG)	Base Scope, U. Environmental Reporting (Mitigation Monitoring & Reporting Program); Optional Scope 1, A. Quality Assurance, C. Specialty Inspection, v. Material Testing and Vii. Geotechnical Services	Leighton and Anser have worked on many projects together in a similar capacity. With more than 180 professionals in eight offices throughout Southern California, Leighton provides geotechnical and environmental engineering and consulting, materials testing, and special inspection services to public- and private-sector clients across various market sectors. Leighton has provided geotechnical consulting services in Los Angeles County since inception. This earns the team an in-depth knowledge of the local requirements, geology, and agency jurisdictions. Leighton has served Los Angeles International Airport, Van Nuys Airport, John Wayne Airport, Long Beach Airport, Ontario International Airport, Hemet-Ryan Airport, and Palomar Airport.	OBE
 L&F (LF)	Base Scope Services, I. Program/Project Reporting Optional Scope 2, Inclusivity, Workforce, and Economic Impact Support Services for the CIP	L&F Project Management is an LBE/SBE/LSBE/DBE/WBE project management firm headquartered in Los Angeles, CA. Their core competencies are Project Management, Program Management, Project Governance, Training and Facilitation and Change Management. They also bring a well-established Workforce Development Program to their role in Optional Scope 2. This program trains and employs black women as certified project managers for public sector clients.	LBE/SBE/LSBE DBE/WBE
 Monument ROW (MR)	Optional Scope 3: Specialty Services, C. Commercial and Property Development – to include Right of Way acquisitions, preparation of Tract Maps, assisting in the development of airline and tenant leasing strategies.	Monument, an SBE/DBE/WBE firm, is a full-service real estate and right-of-way company providing exceptional service, strategic planning, innovation, and timely delivery. Monument’s interdisciplinary team is composed of highly experienced project managers, seasoned acquisition agents, relocation experts, and project support specialists, working with the client to provide solutions at every project phase. Monument’s GIS Services Team has extensive experience applying geospatial technology to provide mapping and analysis on major projects throughout Los Angeles and will provide tract mapping services for LAWA. They use Esri ArcGIS to create custom mapping and various data layers available for overlay based on the project’s needs.	SBE DBE/WBE
 02EPCM (O2)	Base Scope, A. Project Management, B. Construction Management C. Design Management, L. Program/Project Cost Estimating, V. Claims Mitigation, Monitoring, and Dispute Resolution	02EPCM, Inc. is an LBE/SBE/LSBE/DBE/MBE/WBE specializing in Projects and Construction Management. They will provide experts in project management, construction management, cost estimating, and claims mitigation, monitoring, and dispute resolution. Relevant experience includes LA Metro Crenshaw/LAX Transit Corridor Project, LAWA LAX Terminal Cores & Automated People Mover (APM) Interface Project, and LACCD Prime Multiple Award Task Order Contract for District-Wide Professional Services.	LBE/SBE/LSBE DBE/MBE/WBE
 PMCS Group (PG)	Base Scope, A. Project Management B. Construction Management	PMCS is an LBE/SBE/LSBE firm that provides project management, construction management, contract administration, inspection, scheduling, office engineering, document control, project engineering, electrical and structural design, safety management, real estate, and on-campus recruitment coordination support to our clients throughout Southern California. PMCS Group’s noteworthy infrastructure projects include LAWA Southwest Terminals 1 and 1/5 Modernization, Delta Terminal Modernization, LA Metro Orange Line Improvements, City of LA/LAWA Argo Drain Sub-Basin Facility project and more.	LBE/SBE/LSBE
 Psomas (PS)	Base Scope, C. Design Management; F. Site Investigations (survey, potholing, utility mapping, etc.), U. Environmental Reporting (Mitigation Monitoring & Reporting Program)	Psomas is an LBE firm well-known throughout Los Angeles for providing engineering, surveying, and environmental services. Psomas manages a team at Long Beach Airport providing on-call surveying services including aerial topographic survey map, boundary survey, encumbrance mapping, utility mapping, and accessibility design survey. Psomas has experience providing environmental services for LAWA’s El Segundo Blue Butterfly Habitat Restoration Area Biological Support Services project and the Master Plan Environmental Impact Statement/Environmental Impact Report at LAX.	LBE
 Redwood Resources (RR)	Base Scope Services, T. Stakeholder and Third-Party Coordination; Z. Partnering Facilitation Optional Scope 2, Inclusivity, Workforce, and Economic Impact Support Services for the CIP Optional Scope 3, A. Communications and Public Education	Redwood Resources is an LBE/SBE/LSBE/DBE/WBE/MBE specializes in the design, management, implementation and oversight of business outreach, community engagement and other business programs. Work includes awareness campaigns, utilization, strategic marketing, and development all with a diversity and inclusion lens. Ms. Rourk was recently recognized by COMTO SoCal as the Diversity Award Honoree and also WTS – LA Rosa Parks Diversity Award.	LBE/SBE/LSBE/ Micro DBE/WBE/MBE
 SSC Inc. (SI)	Base Scope, A. Project Management B. Construction Management	SSC Inc. (SI) is an SBE firm that performs a range of services including planning, engineering, construction management, risk management, office engineering, scheduling, claims services, inspection, and closeout. The firm has local, Los Angeles, large civil project experience including Metrolink Signal Maintenance and Crossing Upgrades and have contributed to design, management, construction and operations of large-scale civil projects as well as facilities.	SBE



SUB-CONSULTANT TEAM ATTRIBUTES

FIRM	SCOPE	UNIQUE ATTRIBUTES	XBE STATUS
 Titan AEC (TA)	Base Scope, AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.) Knows LAWA P6 or PMIS Software well	TITAN AC is an LBE/SBE/LSBE/DBE/MBE recognized Autodesk systems integrator focused on staff augmentation, project management, data analytics, laser scanning, building information modeling (BIM) and virtual design and construction (VDC). In addition, TITAN AC is certified with the City of Los Angeles under various programs. Successful projects include LAX APM Terminal Cores Interface, LAX ConRac, LAX LiDAR Scan - Various Projects, and BIM Implementation & Digital Twin Transformation at Cedars Sinai Medical Center.	LBE/SBE/LSBE/ Micro DBE/MBE
 Triunity (TR)	Base Scope, A. Project Management B. Construction Management C. Design Management	Triunity is an SBE specializing in program and project management, project controls, estimating, construction management (PM/CM), utility coordination, subsurface utility engineering and design engineering services for public facility, infrastructure, and transportation projects. Triunity has extensive experience supporting LAWA, City of Los Angeles, and countless other municipalities. Triunity's professionals bring recent expertise supporting large and complicated projects at LAX/LAWA, many of which involved detailed phasing of airfield construction including nighttime closures and utility relocations. Specifically, Triunity's Aviation Subject Matter Expert (SME), Van Thompson, brings over two decades of airside and landside, design, and construction management expertise from his time at LAWA.	SBE DBE
 Watearth (WT)	Base Scope, A. Project Management B. Construction Management C. Design Management; F. Site Investigations (survey, potholing, utility mapping, etc.), U. Environmental Reporting (Mitigation Monitoring & Reporting Program) Optional Scope 3, A. Communications and Public Education	Watearth is an LBE/SBE/LSBE/Micro/DBE/WBE/MBE/LGBT firm focused on planning, master plans, modeling, design, and construction support services in disciplines such as Water Resources, Environmental, Green Infrastructure, Hydrology & Hydraulics, Design, Stormwater, and Communications in the Federal Government, Industrial, Litigation/Expert Witness, Local and State Government, Private Development, Transportation, Utilities, and Water Districts sectors. Differentiators include sustainability experience at airports, owner advocacy on County of Los Angeles Adventure Park, LGBTE certification in RAMP, experience working with large GIS datasets on the Houston Raw Water Project.	LBE/SBE/LSBE/ Micro DBE/WBE/MBE/ LGBT
 WEFAS (WE)	Base Scope, A. Project Management B. Construction Management, C. Design Management	WEFAS Architecture is an LBE/SBE/LSBE/Micro/DBE/WBE/MBE innovative design firm focusing on technology and the environment. Julia Contaldo is committed to applying cutting-edge technologies to design and deliver high-performance, sustainable projects advancing health and well-being. As a Landside Access Modernization Program (LAMP) Architect at LAWA, she coordinated Hertz and Fox TI and relocation to Consolidated Rent-a-Car (ConRAC) facility, and before that, she prepared construction documents for the Terminal 2 Entrance Stairs and Security Checkpoint renovation project at LAX.	LBE/SBE/LSBE/ Micro DBE/WBE/MBE
 ZT Consulting (ZT)	Optional Scope 1-Quality and Safety Services; Quality Assurance, C. Specialty Inspection	ZT Consulting Group Inc. (ZTC) is an SBE consulting engineering firm specializing in quality assurance and source inspection/audit support services. ZTC will develop the task-specific Quality Management Plan (QMP) and scope for shop-fabricated items, based on project plans and specifications for LAWA's review and approval. ZTC will manage the fabrication inspection activities based on the approved QMP. ZTC will process all incoming notices of materials to be used and will assign appropriate quality assurance procedures to those materials based on the QMP. ZTC has provided source inspection and quality assurance support services to numerous projects in California for San Bernardino County Transportation Authority (SBCTA), Riverside County Transportation Department (RCTD), Metro (LACMTA), Orange County Transit Authority (OCTA), and the Cities of Los Angeles, Long Beach, and more.	SBE OBE

4: STRUCTURE, MANAGEMENT, AND APPROACH



SURPASSING LAWA'S EXPECTATIONS

The experience the proposed professionals bring to the team starts with a base of LAWA experience to verify that knowledge gained over previous years was not lost. Additionally, we provided candidates with experience at other airports to bring knowledge of projects and approaches LAWA may also need. Where we needed to gain specific experience internally, we sought out sub-consultants with specialized experience to fill in any gaps making sure we can provide all services that may be requested over the life of the contract. In doing so, we sought the most diverse team possible to enable the benefits from all points of view and to support the local community with opportunities for growing their businesses. Our proposed team structure benefits LAWA because it brings together a wealth of experience both within and outside of LAWA and within and outside of the aviation industry and the local market. This verifies that the lessons learned on prior LAWA work are not only carried forward but that lessons learned elsewhere are also leveraged.

This team has several attributes that make us uniquely qualified to serve LAWA. First, Anser Advisory is now reinforced by Accenture, a global consulting powerhouse with knowledge across all aspects of business strategy, financial consulting, technology innovation, change management and a host of other specialties, all available to LAWA when selecting Anser. Second, we have assembled what we strived to make the most diverse group of 30 sub-consultants to bring every potential service and viewpoint to LAWA's disposal. Combining these two items forms a unique asset to cover the breadth and depth of any requirements that may arise.

The Anser team is well-suited to manage complex projects. We have experience with all project delivery methods, including design-bid-build and the standard alternate delivery methods design-

build and construction manager at risk. We also have progressive design build and some hybrids of all the above. We bring a mixture of project managers specializing in design and construction management and program managers with experience in both. Our team's vast experience in other airports and other industries brings alternative diverse viewpoints to the table to consider along with the tried-and-true methods.

While our staff hold a place within your management structure for day-to-day project tasks, they are also fully integrated into our company structure to verify they maintain a connection to the home office. We do not follow a body-shop model that provides personnel to you then lets them go when their assignment expires, but rather provide you with long-term Anser employees who are part of our company long before their LAWA assignment and will remain so long after. We provide them significant opportunities to interact with other company members locally and nationally and integrate them into available training and team-building activities. They have a supervisor within Anser who acts as a daily liaison between them and the rest of the company, providing two-way communication between the company and the employee and a conduit to verify all the employee's needs are met so they never feel detached from the organization.

TEAM LICENSES PROFESSIONAL DESIGNATIONS

All professional licenses and credentials have been distinguished on our team's Organizational Chart provided previously in Section 4 of this proposal, including identification of all California licensed professionals. Should copies of all of our proposed team's licenses be requested, we have compiled all documents and are prepared to share, upon request.

ATTACHMENT C: INCLUSIVITY TERMS

1. General Inclusivity Terms

Contracted Firm shall comply with LAWA's Certified Firm participation requirements and Inclusivity Commitments included in the Contract.

The strategies and commitments set forth in Contracted Firm, implementation period, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments, shall become enumerated requirements in the Contract and shall be referred to as the "Inclusivity Commitments."

2. Team Composition

Throughout the term of the Contract, Contracted Firm shall employ an individual from among its personnel who will represent the Contracted Firm as the inclusivity liaison to LAWA (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Contracted Firm's inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

3. Certified Firm Participation Requirements

Throughout the term of the Contract, Contracted Firm shall achieve the mandatory minimum Certified Firm participation percentages set by LAWA and any excess committed to by the Contracted Firm. Contracted Firm shall confirm and submit BE certification documentation for all Sub-Consultants. Participation shall be subject to ongoing monitoring and reviews by LAWA to verify Contracted Firm's compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic inclusivity performance assessments and reviews by LAWA of relevant agreements, documents and data.

4. Inclusivity & Workforce Development Plan Performance and Reporting

Contracted Firm shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Contracted Firm's approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Contracted Firm shall update and submit the Inclusivity and Workforce Development Plan to LAWA annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and set-aside scopes of work to align with Certified Firm capacity.

- (a) Contracted Firm shall provide LAWA with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Contracted Firm shall comply with periodic performance assessments, and/or reviews of contract/subcontract documents, as needed.
- (b) LAWA shall conduct an annual review of the Contracted Firm's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.

- (c) Contracted Firm shall report all contractor payments using the system designated by LAWA and augmented by monthly status reports. Contracted Firm shall require all contractors at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
- (d) Contracted Firm shall use LAWA's LCPTTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

5. Mentor Protégé Program.

Contracted Firm shall develop and manage a meaningful program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work.

The Mentor-Protégé Program shall; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.

- (a) Contracted Firm shall submit Mentor Protégé Program to LAWA for approval.
- (b) Contracted Firm shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.
- (c) Contracted Firm shall invite LAWA to participate in Mentee outreach and/or recognition events.
- (d) Contracted Firm will coordinate with the LAWA Economic Impact Team.

6. Internship Program

The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.

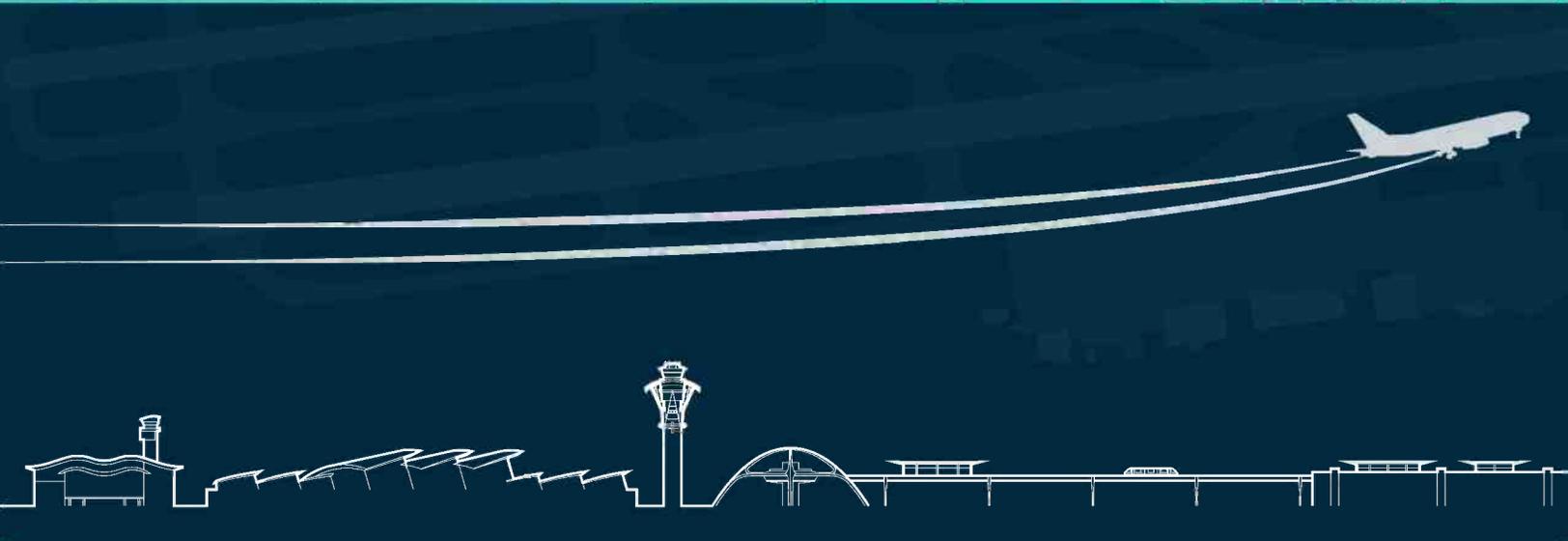
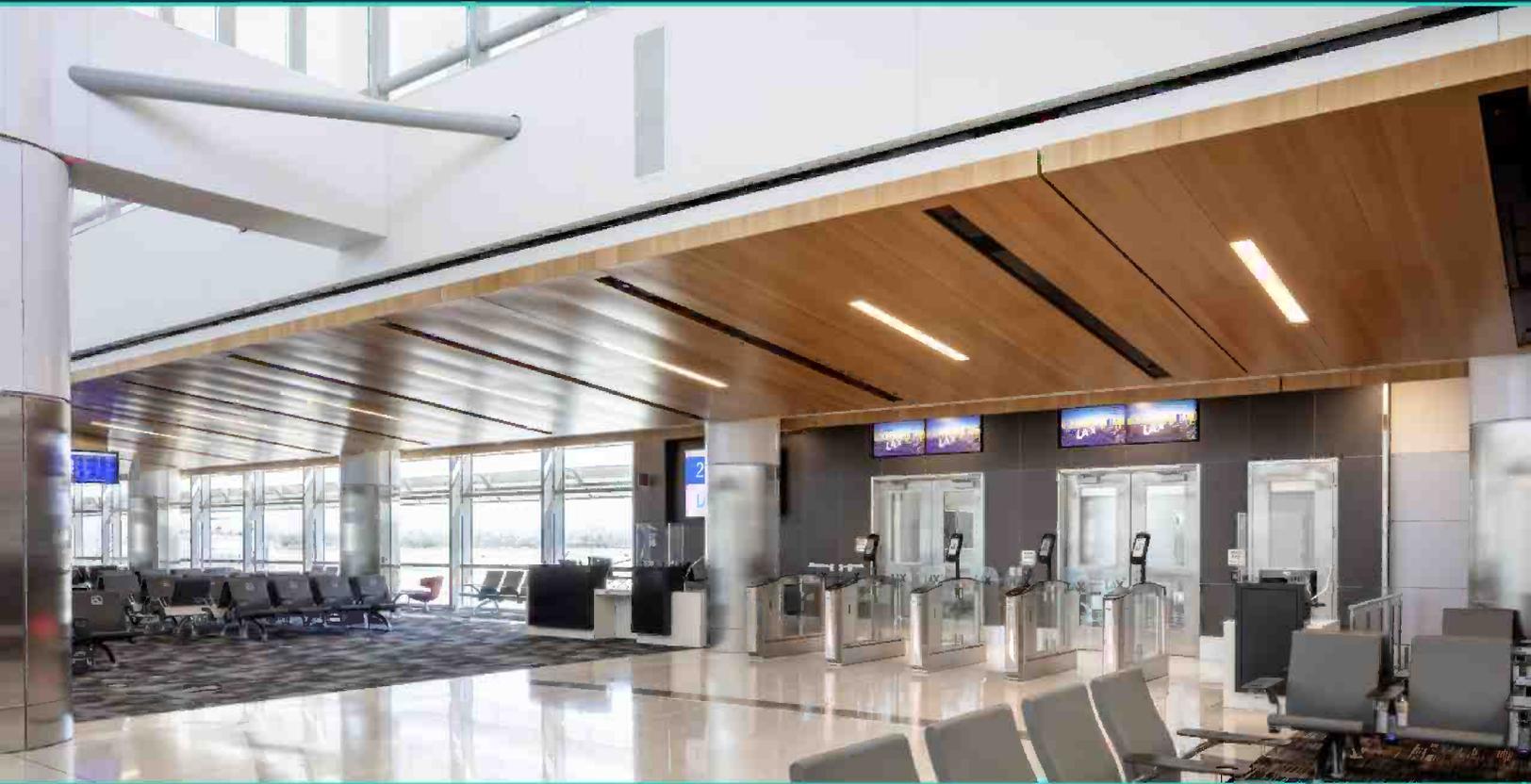
- (a) Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- (b) Contracted Firm shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1 schools are to be located within the Airport Impact Area cities or City of Los Angeles.
- (c) Contracted Firm shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- (d) Contracted Firm shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- (e) Contracted Firm shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.

7. Reporting

Contracted Firm shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAWA, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+.

PART B - SECTION 5

Inclusivity





ACCELERATING UP: A PLAN TO REACH NEW HEIGHTS TOGETHER

1. INCLUSIVITY NARRATIVE

Mentoring and Partnering on LA Metro, Center Street Project—Emergency Security Operations Center (ESOC), Los Angeles, CA

LA Metro has expressed gratitude for the staff augmentation services Anser has performed at this Emergency Operations Center in the Arts District in Downtown Los Angeles. We have built a mentor-protégé relationship with two disadvantaged business enterprises under this contract: CTI Environmental (SBE/LSBE/LBE/DBE/WBE/MBE) and Casamar Group (LBE/SBE/LSBE/DVBE/DBE). CTI is performing Safety and Environmental Services on this contract, and we extended our teaming relationship to winning a similar Emergency Operations Center project for Orange County Transportation Authority (OCTA), starting in 2024. Additionally, Anser is teaming with Casamar on the Inglewood Transit Corridor project. We bring a strong working relationship with both CTI and Casamar to this team.



Robin Thorne (CTI) – Environmental, Safety on Metro Center Street, Mentor-Protege

Small and Very Small Business Enterprise Utilization on POLB Controls On-Call, Long Beach, CA

Anser strives to include disadvantaged and/or XBE businesses in meaningful capacities on all our projects regardless of an agency requirement. One example of successfully meeting an owner's SBE utilization requirements is meeting the Port of Long Beach's (POLB) ambitious subconsulting goals, specifically on our Project Controls on-call. Anser's forecast for past and future work authorizations will exceed our 5% **VSBE goal** by an additional 12% **for a total of 17%**, and we have exceeded our **combined VSBE/SBE goal** of 27% by an extra 3% **for a total of 30%**. As risk mitigation manager and



Sheida Roghani (AA) and Monique Jackson (LF) Supporting DemoChicks' "Breaking Barriers" Event, 2023

and construction scheduling expert, Anser Advisory evaluated and prepared responses to delays and dispute issues to support POLB's Construction Management team. As an extension of the Port's Project Controls Division staff, Anser attends weekly project update meetings to ensure that updates are captured on the schedule promptly. Anser coordinates with our small and very small business partners along with POLB's Project Controls staff and Project Management to effectively update CPM master schedules monthly.

"Sheida Roghani ... has effectively led the entire Construction Support team with her strong communication and leadership skills and expertise in construction. Sheida serves as an extension to Metro staff and provides timely and strategic advice to the Metro Project Management team in resolution of various design and construction issues as they arise. I'm very pleased with Anser Advisory's commitment and services to Metro in the delivery of the Metro Center Project and impressed by Sheida's ability to lead and coordinate the impressive Construction Support team including disadvantaged business partners."

Vincent Chio, Senior Director, LA Metro

5: INCLUSIVITY PLAN



DETAILED INCLUSIVITY AND WORKFORCE DEVELOPMENT PLAN

A. A HAND UP TO OUR SUB-CONSULTANT PARTNERS

Anser strives to create a culture of equity and equality where our people can be who they are and be their best, both professionally and personally. Being an equitable organization means removing boundaries that prevent an inclusive and productive environment. Our commitment to inclusion and diversity enables us to attract, develop, inspire, and reward top talent, and we seek out XBE partners with the same ideals. This commitment starts at the top and we expect leaders at all levels to help create and sustain a culture where everyone will thrive.

Our strategy to ensure XBE firms have a fair opportunity to participate in a significant manner on this contract includes the initial matching of firms to LAWA's clearly defined scope in this RFP. We have carefully chosen firms with the appropriate certifications to meet your SBE, LBE, LSBE, and DVBE – and beyond – requirements on anticipated task orders under this MATOC. For instance, we have partnered with two DVBE firms that provide a range of services likely needed under both the Base and Optional Scope categories. These firms are also Micro businesses, so they will have the opportunity to remain on our team should they be on multiple teams that are awarded contracts.

Once a task order is released, or a resume is requested, we will make sure that all members of the team are consulted and asked for resumes that will cover the scope.

As part of our mentor-protégé relationship with CTI Environmental, we have appointed CTI's John McCabe, QEP, CSP, CEM as our Safety Program Manager. John is a credentialed environmental, health, and safety (EHS) professional who has teamed with Anser in a similar capacity on LA Metro Center Street, an emergency security operations center project. We are starting a similar project together for Orange County Transportation Authority.

B. BUILDING UP CAPACITY AND ADDRESSING BARRIERS TO GROWTH

Anser has designed and deployed robust internal programming for greater inclusivity and diversity, including mandatory inclusivity training for all employees, networking support, flexible work arrangements, mentoring, mental health resources, accommodation tools for employees with disabilities, equal benefits to same-sex couples, and more. More details about our internal inclusion and diversity efforts can be found on our website here: **DEI is in Anser Advisory's DNA.**

For this opportunity, Anser has partnered with a range of XBEs to ensure our delivery teams are inclusive and will meet LAWA's allocation percentages for any resulting work order. However, we recognize that this is not enough. We will make sure that the firms we've partnered with have the same opportunities to fill positions at LAX, and once they are working on the contract, they need to be paid fairly and promptly.

Barriers to growth to be addressed can be internal and external. Internal barriers could be a lack of strategy, staff management, lack of organization, and poor communication. External barriers include competitors, a sluggish market, and a struggling job market. Anser's barrier to growth plan includes on-the-job training and mentoring. We will work closely with each vendor/subcontractor/team member to tackle internal and external barriers to growth.

Another barrier to growth, especially for small businesses that rely on prompt cash flow, requires a robust *Prompt Payment Plan* with a commitment to continuous improvement to make certain that our XBE partners get paid on time. LAWA has systems and procedures in place, and we will be sure to learn best practices and appropriately use them for compliance and tracking. These tools include B2Gnow and LCPtracker, which we have used with other agencies including LA Metro.

5: INCLUSIVITY PLAN



We plan to pay contractors per the LAWA recommended/contractual terms, use the system designated by LAWA, augmented by monthly status reports. Contracted firms will use this system to report all contractor payments during the life of their contract. This will allow Anser to report and verify that payments have been made and received. Figure 6 illustrates a process flow we will follow to remain compliant and, more importantly, build capacity and address barriers to growth for our XBE partners.

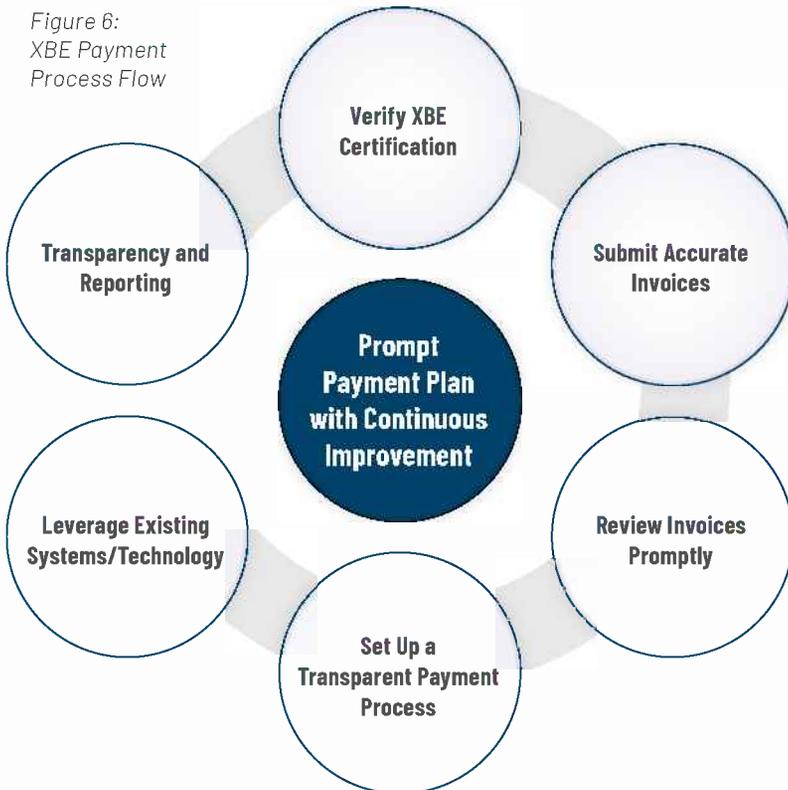
C. PARTNERING UP: MENTOR PROTÉGÉ PROGRAM

Anser applauds LAWA's robust Alternative Paths to Employment offerings, including the Community Administrative Support Worker Program, Targeted Local Hire (TLH) Program, Career Development Internship Program, and your partnership with PLA/HireLAX, and we've researched ways to improve our Mentor-Protégé Program to align with your core values and intent. The plan of action to grow the capacity of Certified Firms through a Mentor-Protégé Program is described and illustrated below. We have existing Mentor-Protégé relationships with two of our XBE firms for this MATOC, including CTI Environmental (SBE/LBE/LSBE/Micro) and Casamar Group (SBE/LBE/LSBE/DVBE/Micro). We will formalize these relationships through the following process, which will then be applied to other XBE firms committed to continuous improvement of the program.

Steps to Remove Barriers to Growth

- Adapt business language to battle imposter syndrome
- Customized schedules for different commitment levels
- Cultivate Peer-to-Peer Network
- Set up a Mentorship Program
- Above market rate pay
- Partnerships for supportive services, i.e. child care, housing, transportation

Figure 6:
XBE Payment
Process Flow



Additional Components of Mentor-Protégé Program

- Cash Flow Strategy/Prompt Payment
- Approach and Examples of Success
- Transformational Programs for Airport Impact Area Residents
- Community Investment
- Economic Impact Dashboards

5: INCLUSIVITY PLAN



MENTOR PROTÉGÉ PROGRAM PROCESS

1. Define a clear participation agreement

Anser will enter into a participation agreement with each Protégé that defines the roles and responsibilities of the Mentor and Protégé. This will include objectives and metrics.

2. Conduct and document a Protégé Needs Assessment

Anser will conduct and document an assessment to understand the Protégé needs, for example:

- Guidance on internal business management systems
- Accounting Best Practices
- Marketing Approach
- Strategic Planning
- Business Growth Plan

3. Develop, track, and improve the process with clear objectives and metrics

- Objectives will include the program's intended results of the study of the curriculum.
- Metrics developed with measurable outcomes based on objectives and Needs Assessment.

4. Develop curriculum and include consideration of the Protégé Needs Assessment

This includes:

- Technical Skills Development
- Professional Development
- Recommended participation in LAWA's Doing Business with LAWA Workshop

5. Focus on technical skills and professional development

- Cohort Size – This will be based on the Protégés included in the program. Typically, this is between five and 20 people.

- Frequency – Plan to review draft frequency schedules with Protégés to ensure alignment with the pathway to success.

6. Address potential challenges

Anser anticipates potential challenges retaining our listed XBEs due to the nature of the contract awards. Should we lose some of our XBE partners in the contract negotiations, we will identify similar, qualified, and certified partners.

- Anser will use federal/state/local resources and RAMP LA to identify additional certified XBE firms to participate in the program.
- If Protégés are not achieving measurable outcomes on time, Anser will employ additional mentoring, including additional *one-on-one*, virtual, and group mentoring. Anser may also increase the mentoring frequency.

D. UPSKILL THE ECOSYSTEM –
INTERNSHIPS AND ACADEMY

Anser's approach to *UPskill* the workforce and ecosystem in Los Angeles includes building the next generation through leadership development with planning for future collaboration. This process includes on-the-job training, mentorships, internships, and education to help organizations—especially the underserved community—thrive in the future. We work with LAUSD and LACCD on their internship programs under our existing contracts. This experience helped us develop our plan for a LAWA-specific internship pipeline for students and stakeholders. The plan sets a career pathway infrastructure that cultivates the skilled workforce required through exposure and experiential learning that starts with K-12 STEM engagement and workforce, education, and training, which will provide a continuum of training and upskilling education opportunities for local students and young adults.

Phillip Owens will manage the TDG Economic Impact Team (EIT) and implementation of the EIT CIP Strategic Execution Plan. He will lead our specialists in XBE inclusion, the Mentor-Protégé Program, and our internship program.

5: INCLUSIVITY PLAN



UPSKILL THE ECOSYSTEM: INTERNSHIP AND ACADEMY PLAN

The following is a program designed to strengthen the relationship between LAWA and the communities supporting its vital contribution to the region’s economy. Anser has successfully applied similar programs with clients across the U.S. with various public infrastructure clients.

1. **Create an Internship Pipeline—Anser is committed to creating an internship pipeline for students and stakeholders that provides hands-on learning opportunities and a program that will be self-sustaining after completing all LAWA construction phases.** Specifically, we include students from elementary grade levels through college seniors as part of the internship experience
2. **Perform Strategic Outreach—Outreach will be strategic and driven by local, state, and national data and robust and continuous interaction with stakeholder groups.** More specifically, our team will analyze the local school systems, emphasizing Title I campuses, to determine which Career and Tech programs are currently offered.
3. **Offer Opportunities Beyond Typical Jobs—To create a sustainable internship pipeline, our scope of work will be aligned and varied according to local education Career and Technical pathways, role/job types supported by LAWA, and roles supported by business/industry partners.** We seek to create opportunities beyond traditional jobs

associated with airports and construction. Our internship coordinator will oversee alignment, communication, scheduling, and the learning outcomes for selected students.

4. **Implement Triad Intern/Mentor Model—We envision offering internship opportunities to 3-5 qualified students for the 1st phase of the program with the expectation of bringing on more interns yearly.** We expect to include community college/ 4-year college students as part of the experience culminating in a triad intern/mentor model with one high school student, one college student, and one current Anser/LAWA employee to serve as the workforce mentor.
5. **Educate and Empower During Onboarding—Hiring and placement will consist of an application and interest alignment process where interns will be matched according to job affinity.** Our onboarding process will be utilized to facilitate roles/duties and be leveraged to teach students about electing benefits, salary vs. total compensation, 401K/ savings, and interview/resume feedback.
6. **Leverage Internal Openings for Intern Retention and Upward Mobility Strategy—Anser will approach this pipeline as an investment in recruiting for openings/jobs.** The program could result in immediate hires, continuation of the internship if the student is currently in college or college-bound, or possibly a referral to another entity or firm with job openings.



Figure 7: Upskill the Ecosystem Program

Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services Part A: Administrative Requirements



Accelerating UP within Los Angeles

Photos from the Anser Team Outreach Event
July 2023





PART A: ADMINISTRATIVE REQUIREMENTS

1: SOQ Cover Letter (Form 3)

Signed Addenda (Addenda 1 - 6)

2: Administrative Requirement Forms

Administrative Requirements Checklist

1. Vendor Identification Form
2. Affidavit of Non-Collusion
3. Bidder Contributions
4. Contractor Responsibility Program
5. Iran Contracting Act of 2010 Compliance Affidavit
6. Equal Benefits Ordinance
7. Municipal Lobbying Ordinance
8. Small Business Enterprise Program

3: Conflict of Interest Disclosure Form (Form 2)

Anser

Subconsultants

4: Company Information Sheet (Form 6)

Anser

Subconsultants

5: Organizational Documents

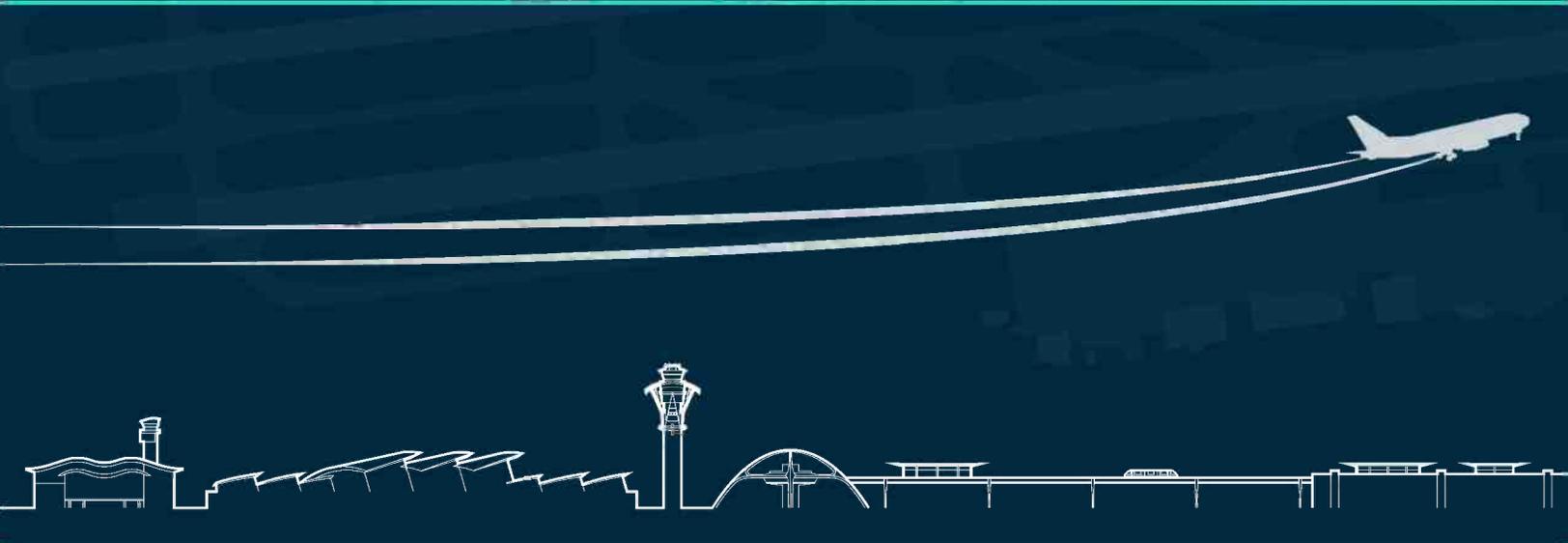
Secretary of State Certificate of Status

Anser LBE_RAMP LA

Anser DIR

PART A - SECTION 1

SOQ Cover Letter





Applicant Name: Anser Advisory Management, LLC

Date: October 18, 2023

Attention: Amy Imamura
Los Angeles World Airports
Clifton A. Moore Administration Office
Building 1 World Way
Los Angeles, CA 90045

Dear Ms. Imamura:

The undersigned (**Anser Advisory Management, LLC**) submits this statement of qualifications (this **SOQ**) in response to the Request for Qualifications for Multiple Award Task Order Contracts for Program Management, Project Management, Construction Management, Project Controls, Inspection, Testing and additional Professional Services released on May --, 2023, (as subsequently amended, the **RFQ**). Capitalized terms not otherwise defined herein shall have the meanings set forth in the RFQ.

This letter is submitted in a form identical to Form 3 to the RFQ, other than with respect to modifications permitted or required by the use of such form.

Scope of Services

The Applicant submits this SOQ with respect to (select one):

Base Scope	Project Management/Construction Management and Project Controls Services, Performance & Operational Readiness Airport Transition	<input checked="" type="checkbox"/>
Optional Scope Category 1	Quality and Safety Services	<input checked="" type="checkbox"/>
Optional Scope Category 2	Inclusivity, Workforce, and Economic Impact Support Services	<input checked="" type="checkbox"/>
Optional Scope Category 3	Specialty Services	<input checked="" type="checkbox"/>

Assurances

Applicant represents and warrants:

- as to receipt, examination, understanding, and full consideration of all materials posted on July 11, 2023, and otherwise provided to it by LAWA, with respect to the RFQ, including all responses to questions, requests for clarifications, and comments regarding the RFQ and the following Addenda:
 - Addendum No. 1 MATOC for Program Services RFQ - Pre-Proposal Conference Location and Time Change, dated July 19, 2023
 - Addendum No. 2 PPC Presentation and Attendee List, dated August 1, 2023
 - Addendum No. 3 Revised Documents, dated August 8, 2023



- Addendum No. 4 MATOC for Program Services to Revise Final Addendum Date to Friday, September 15, 2023, dated September 12, 2023
- Addendum No. 5 Revised RFQ, Revised Exhibit 1, Revised Contract, Q&A, dated September 15, 2023
- Addendum No. 6 Revisions and Date Changes, dated September 28, 2023
- that the SOQ is submitted without reservations, qualifications, assumptions, deviations, or conditions;
- Applicant's SOQ is genuine, and not a sham or collusive, nor made in the interest or on behalf of any person, firm, corporation, or other entity not therein named. Applicant has not directly or indirectly induced or solicited any other proposing applicant to put in a sham bid, or any other person, firm, corporation, or other entity to refrain from proposing, and Applicant has not in any manner sought by collusion to secure for itself an advantage over any other proposing applicant; and
- that Key Personnel proposed by Applicant will be available to perform the Services and will not be substituted with other personnel or reassigned to another project or contract without LAWA's prior written approval in accordance with Section 5.4.

Applicant agrees:

- to abide by the contents and terms of the RFQ and the statements and commitments in its SOQ;
- to appear at and participate in any interview for which an invitation is extended in accordance with the terms of the RFQ;
- to the inclusion of the Common Rates in the Contract as the maximum rates that any Contracted Firm may assume for purposes of negotiating the fee for any Task Order awarded under a Contract issued pursuant to the RFQ, subject to LAWA's discretionary to increase such rates in accordance with the Contract;
- that this SOQ constitutes a valid offer to perform and complete the Services described in the RFQ;
- that if selected as a Pre-Qualified Applicant, the Applicant will enter into the Contract in the final form provided by LAWA;
- that LAWA will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this SOQ;
- that LAWA is not bound to select any Applicant, may waive informalities in or reject any SOQ that it receives, may cancel this RFQ, and may re-advertise for SOQs;
- that all costs and expenses incurred by it in preparing this SOQ and participating in the procurement process will be borne solely by the Applicant and that it irrevocably waived and released any other right that it may have to recover the costs associated with the development of Applicant's SOQ and/or costs otherwise incurred by it in participating in the procurement process; and
- to the protest provisions set out in Section 14.4 of the RFQ and understands that it limits Applicant's rights and remedies to protest or challenge the RFQ or any determination thereunder.

Organizational and Contract Information

Applicant's organizational and contact information is as follows:



Applicant: Anser Advisory Management, LLC
(dba Anser Advisory, Part of Accenture)

Contact: Sunil Mallaiah, Principal-in-Charge, 714.276.1135,
sunil.mallaiah@anseradvisory.com

Address: 2677 North Main Street, Suite 400
Santa Ana, CA 92705

Incorporation, Formation, or Organization: Limited Liability Company, California

Applicant is a:

Small Firm

Medium Firm

Large Firm

Governing Law

This letter including the attached SOQ shall be governed by and construed in all respects according to the laws of the State of California.

Certification

Under penalty of perjury, I hereby: (a) certify on behalf of the Applicant that the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in the SOQ in respect of the Applicant have been authorized by such entity, and is or are correct, complete and not materially misleading; and (b) swear and affirm that I am authorized to act on behalf of Applicant in signing and delivering this letter and acknowledge that LAWA is relying on my representation to this effect.

Applicant: Anser Advisory Management, LLC

By:

Name:

Sunil Mallaiah

Title:

Senior Vice President, Principal-in-Charge

Date:

October 3, 2023

NOTICE TO SIGNATORIES

A material false statement, omission or fraudulent inducement made in connection with this letter is sufficient cause for disapproval of the firm's participation in the procurement. In addition, such false submission may subject the person or entity making the false statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code Section 132, offering altered or antedated or forged documents or records; and Section 134, preparing false documentary evidence).

ADDENDUM NO. 001
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

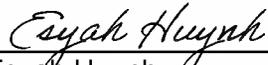
at Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023.

07/19/2023

Date


Esiyah Huynh
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 001 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By:



Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 002
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 1, 2023

Date

Amy Imamura

Amy Imamura

The Development Group

Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 002 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By:

C Halverson

Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. **003**
REQUEST FOR QUALIFICATIONS
FOR **MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)**
FOR **PROGRAM SERVICES**

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 8, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number **003** for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: _____

C. Halverson

Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. **004**
REQUEST FOR QUALIFICATIONS
FOR **MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)**
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 12, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number **004** for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. **005**
REQUEST FOR QUALIFICATIONS
FOR **MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)**
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 15, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number **005** for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 006
REQUEST FOR QUALIFICATIONS
FOR **MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)**
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 28, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number **006** for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By:

C. Halverson

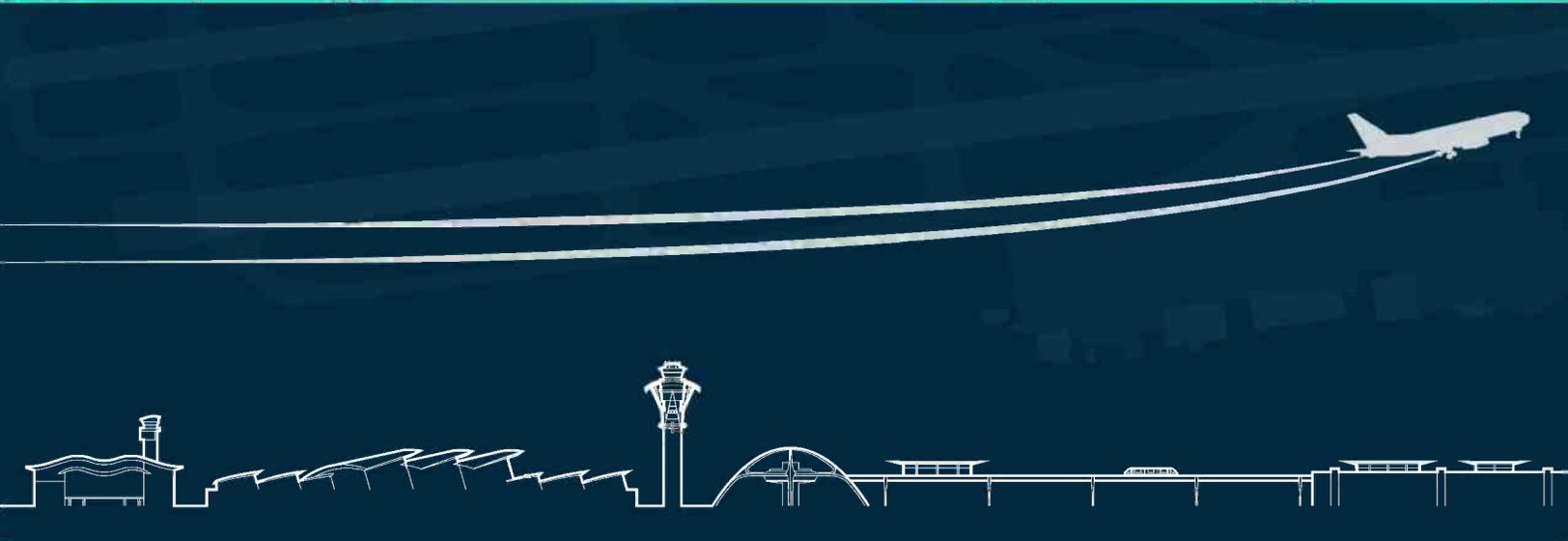
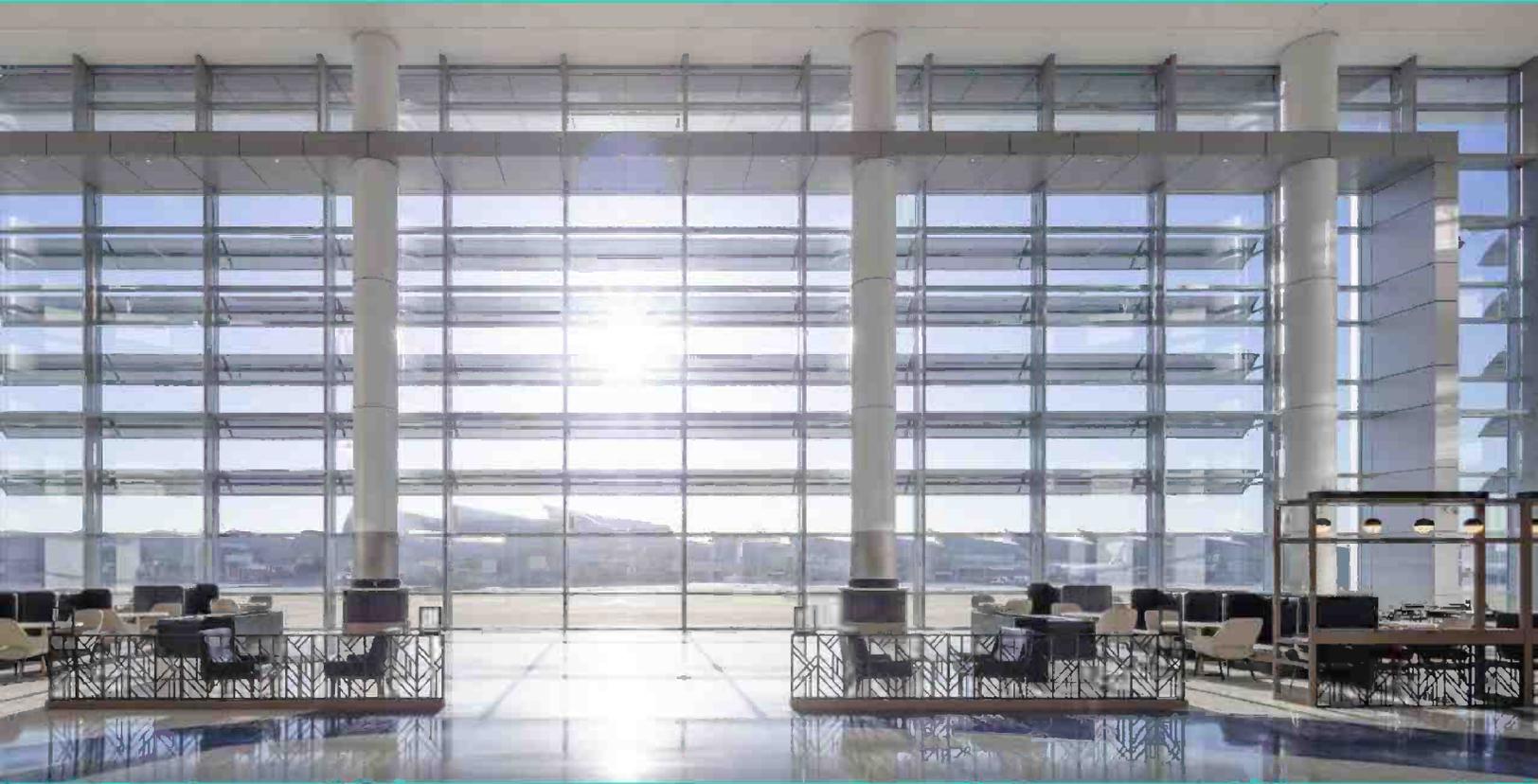
Company: Anser Advisory Management, LLC dba Anser Advisory

Phone: 714.276.1135

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

PART A - SECTION 2

Administrative Requirement Forms



Administrative Requirements Checklist

BIDDERS/PROPOSERS (PRIME CONTRACTORS) MUST SUBMIT THE FOLLOWING ORIGINAL, SIGNED DOCUMENTS, WITH THEIR PROPOSAL, AS INDICATED

1. VENDOR IDENTIFICATION FORM

- Is the required Vendor Identification Form completed and signed?
- Is the BTRC/VRN number provided?
- Is the Form enclosed in the Packet?

2. AFFIDAVIT OF NON-COLLUSION

- Is the "Affidavit to Accompany Proposals or Bids" completed and signed?
- Is the Affidavit notarized?
- Is the Affidavit enclosed in the Packet?

Failure to include an Affidavit with the bid/proposal will render the bid/proposal non-responsive and will result in its rejection.

3. BIDDER CONTRIBUTIONS

- Is the required Bidder Contribution CEC Form 55 completed and signed?
- Schedule A - Please list all principals on Schedule A.
- Schedule B - Please list all subcontractors and their principals on Schedule B (If you check "Yes")
- Is the Form enclosed in the Packet?

Failure to include the Bidder Contribution CEC Form 55 with the bid/proposal will render the bid/proposal non-responsive and will result in its rejection.

4. CONTRACTOR RESPONSIBILITY PROGRAM

- Is the required "Contractor Responsibility Program Questionnaire" completed and signed?
- Is the Questionnaire enclosed in the Packet?
- Is the required "Contractor Responsibility Program Pledge of Compliance" completed and signed?
- Is the Pledge of Compliance enclosed in the Packet?

5. IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

- Have you read and checked one of the options?
- Is the Affidavit enclosed in the Packet?

6. EQUAL BENEFITS ORDINANCE

- Is the EBO Compliance Affidavit Form completed and signed?
- Is the Form enclosed in the Packet?

7. MUNICIPAL LOBBYING ORDINANCE

- Is the required Bidder Certification CEC Form 50 completed and signed?
- Is the Certification enclosed in the Packet?

Failure to include the Bidder Certification CEC Form 50 with the bid/proposal will render the bid/proposal non-responsive and will result in its rejection.

8. SMALL BUSINESS ENTERPRISE PROGRAM

- Is the Subcontractor Participation Plan completed and enclosed?
- Is the AFFIDAVIT completed and enclosed?
- If applicable, is a copy of the certification (SBE, LBE/LSBE, DVBE) enclosed?

THE FOLLOWING REQUIREMENTS DO NOT REQUIRE THE COMPLETION OF FORMS BUT MAY BE INCORPORATED AS PROVISIONS OF THE CONTRACT:

9. AFFIRMATIVE ACTION

- Have you read and agreed with the City of Los Angeles' Non-discrimination, equal Employment and Affirmative Action provisions?

10. ASSIGNMENT OF ANTI-TRUST CLAIMS

- Have you read and agreed with California Government Code Sections 4550 – 4554?

11. CHILD SUPPORT OBLIGATIONS

- Have you read and agreed with Child Support Obligations provisions?

12. LIVING WAGE ORDINANCE

If you are claiming exemption from said Ordinances:

- Is the appropriate Exemption form completed and signed?
- Is the Exemption form enclosed in the Packet?

IF YOU ARE AWARDED THE CONTRACT AND PRIOR TO EXECUTION OF THE CONTRACT:

Prime contractors are required to submit to LAWA forms pertaining to the following requirements:

- Business Tax Registration Certificate
- Insurance

VENDOR IDENTIFICATION FORM

ALL FIELDS MUST BE COMPLETED. INCOMPLETE FORMS MAY BE REJECTED AND RESUBMITTED.

GENERAL INFORMATION

Legal Name	Anser Advisory Management, LLC	Doing Business As (DBA)	Anser Advisory, Part of Accenture
IRS Taxpayer ID No. (EIN or SSN)	90-0855728	If applicable:	201913710118
	Submit IRS W9 form (required)	CA SOS Entity/Registration No.	
For foreign vendors, click Foreign Entity for related instructions		CA DTFA Seller Permit No.	

Entity type

- Individual/Sole Proprietor Governmental Entity
 Corporation Other:
 Partnership **Limited Liability Company**

City of Los Angeles Office of Finance (OOF) BTRC/VRN No.

0002634553-0001-1

- BTRC/VRN application pending (attach proof of submission)
For further information click [Office of Finance](#)

BUSINESS ADDRESS

Street	121 W Lexington Drive, #334	Contact	Sunil Mallaiah		
City	Glendale	Phone	310-749-0371	Fax	
State/ Region	CA	Zip Code	91203	Email	sunil.mallaiah@anseradvisory.com
Country	United States	Remittance address: (If different from above)	2677 N. Main Street, Suite 400, Santa Ana, CA 92705		

CALIFORNIA FRANCHISE TAX BOARD (FTB)

An FTB form is required from all vendors with a payment address *outside* of California. Submit form 587 or 590 or **proof** of submission of form 588 or 589:

- F-587 F-590 F-588 F-589

Click [FTB Publication 1017](#) for further information

BUSINESS CERTIFICATION

(Check all that apply - If required, attach copies of all applicable certifications)

- | | |
|--|---|
| <input type="checkbox"/> Airport Concessions Disadvantaged Business Enterprise (ACDBE) | <input type="checkbox"/> Minority Women Business Enterprise (M/WBE) |
| <input type="checkbox"/> Disadvantaged Business Enterprise (DBE) | <input type="checkbox"/> Small Business Enterprise* (Proprietary) |
| <input type="checkbox"/> Disabled Veteran Business Enterprise (DVBE) (LAWA) | <input type="checkbox"/> Local Small Business (LSB) (<i>formerly SLB</i>) |
| <input checked="" type="checkbox"/> Local Business Enterprise (LBE) | <input type="checkbox"/> Women Business Enterprise (WBE) |
| <input type="checkbox"/> Minority Business Enterprise (MBE) | |

*Per SBA or DGS criteria verification

Legend:

BTRC - Business Tax Registration Certificate
DTFA - California Department of Tax & Fee Administration

EIN - Employer Identification number
SSN - Social Security Number

SOS - California Secretary of State
VRN - Vendor Registration Number

CERTIFICATION

The undersigned declares and certifies that all statements on this form are true and correct. I agree to notify Strategic Sourcing Division immediately of any changes to the information contained herein. I have read and agreed with the administrative requirements set for this project and have been provided as a checklist in the bid/proposal package. If selected, I/We will comply with these requirements for the duration of the contract.

Authorized Signature		Date	October 18, 2023
Print Name	Craig Halvorson	Title	Regional Managing Director/ Executive Vice President

For LAWA use only:

Requesting Division: Contact Person: Phone No:

For instructions and additional information, please click [LAWA](#), call 424-646-5380, or email Los Angeles World Airports Procurement Services Division at procurementrequirements@lawa.org

AFFIDAVIT TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA)
COUNTY OF Orange) ss.:

Craig Halvorson being first duly sworn, deposes and says:
(Type or print name)
that he or she is the Regional Managing Director/ Executive Vice President of
(Type or print title)
Anser Advisory Management, LLC, who submits herewith
(Type or print name of company/firm)

to the Board of Airport Commissioners the attached bid/proposal; that he or she is the person whose name is signed to the attached bid/proposal; that said bid/proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; and that such bid/proposal was not made in the interest or behalf of any person, partnership, company, association, organization, or corporation not herein named or disclosed.

Affiant further deposes and says: that the bidder/proposer has not directly or indirectly by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other bidder/proposer, or anyone else interested in the proposed contract; and that the bidder/proposer has not in any manner sought by collusion to secure for himself/herself/itself/themselves, an advantage over any other bidder/proposer.

Affiant further deposes and says that prior to the public opening and reading of bids/proposals, said bidder/proposer:

- (a) did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid/proposal;
(b) did not, directly or indirectly, collude, conspire, connive or agree with any one else that said bidder/proposer or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw their bid/proposal;
(c) did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the bid price of said bidder/proposer or of anyone else, or to raise or fix any overhead, profit or cost element of their price or of that of anyone else;
(d) did not, directly or indirectly, submit their bid/proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association organization, bid depository, or to any member or agent, thereof, or to any individual or group of individuals, except to the awarding authority or to any person or person who have a partnership or other financial interest with said bidder/proposer in their business.

Signed: [Signature]
Name: Craig Halvorson
Title: Regional Managing Director/ EVP

Subscribed and sworn to (or affirmed) before me on this ___ day of ___, 20___, by
___, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Notary Public (Notarial Seal)

See Attachment

CALIFORNIA JURAT CERTIFICATE

A Notary Public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of Orange

Subscribed and sworn to (or affirmed) before me on this 16 day of October
2023, by Craig Halvorson

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

WITNESS MY HAND AND OFFICIAL SEAL.



Signature of Notary Public

(Notary Seal)

OPTIONAL INFORMATION

The jurat contained within this document is in accordance with California law. Any affidavit subscribed and sworn to before a notary shall use the preceding wording or substantially similar wording pursuant to Civil Code sections 1189 and 8202. A jurat certificate cannot be affixed to a document sent by mail or otherwise delivered to a notary public, including electronic means, whereby the signer did not personally appear before the notary public, even if the signer is known by the notary public. The seal and signature cannot be affixed to a document without the correct notarial wording. As an additional option an affiant can produce an affidavit on the same document as the notarial certificate wording to eliminate the use of additional documentation.

DESCRIPTION OF ATTACHED DOCUMENT

(Title of document)

Number of Pages _____ (Including jurat)

Document Date _____

(Additional Information)

CAPACITY CLAIMED BY THE SIGNER

- Individual
- Corporate Officer
- Partner
- Attorney-In-Fact
- Trustee
- Other: _____

Prohibited Contributors (Bidders)

This form must be completed in its entirety and submitted with your bid or proposal to the City department that is awarding the contract. Failure to submit a completed form may affect your bid or proposal. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing **Amendment:** Date of Signed Original _____ Date of Last Amendment _____

Reference Number (Bid, Contract, or RAMP): 80075 Date Bid Submitted: **October 18, 2023**

Contract Description (Title of the RFP or City contract solicitation and description of the services to be provided):
LAWA Multiple Award Task Order Contract (MATOC) for Program Services

Awarding Authority (Department awarding the contract): **Los Angeles World Airport/ City of Los Angeles**

Bidder Name: **Anser Advisory Management, LLC**

Bidder Address: **121 W. Lexington Drive, Suite 334, Glendale, CA 91203**

Bidder Email Address: **craig.halvorson@anseradvisory.com** Bidder Phone Number: **714.276.1135**

Schedule Summary

Please complete all three of the following:

- | | | |
|---|--|--|
| <p>1. SCHEDULE A – Bidder’s Principals <i>(check one)</i>
The bidder has one or more PRINCIPALS, as defined in LAMC § 49.7.35(A)(6).
At least one principal is required for entities. <i>(If you check “Yes”, Schedule A is required.)</i></p> | <p>Yes
<input checked="" type="checkbox"/></p> | <p>No
<input type="checkbox"/></p> |
| <p>2. SCHEDULE B – Subcontractors and Their Principals <i>(check one)</i>
The bidder has one or more SUBCONTRACTORS on this bid or proposal with
subcontracts worth \$100,000 or more. <i>(If you check “Yes”, Schedule B is required.)</i></p> | <p>Yes
<input checked="" type="checkbox"/></p> | <p>No
<input type="checkbox"/></p> |
| <p>3. TOTAL NUMBER OF PAGES SUBMITTED (including this cover page): <u>43</u></p> | | |

Certification

I certify the following under penalty of perjury under the laws of the City of Los Angeles and the state of California:
A) I understand, will comply with, and have notified my principals and subcontractors of the requirements and restrictions in Los Angeles City Charter § 470(c)(12) and any related ordinances; B) I understand that I must amend this form within ten business days if any information changes; C) I am the bidder named above or I am authorized to represent the bidder named above, and my name appears below; and D) The information provided in this form is true and complete to the best of my knowledge and belief.

Craig Halvorson

Name

Regional Managing Director/ EVP

Title



Signature

October 18, 2023

Date

Schedule A - Bidder's Principals

Please identify the names and titles of all the bidder's principals (attach additional sheets if necessary). Principals include a bidder's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the bidder of at least 20 percent and employees of the bidder who are authorized by the bid or proposal to represent the bidder before the City.

Name: Bryan Carruthers Title: Chief Executive Officer
 Address: 8701 W, TX-71 Suite 200, Austin TX 78753

Name: Melanie Estes Title: Chief Delivery Officer
 Address: 3111 Camino Del Rio North, Suite 340, San Diego, CA 92108

Name: Gary Cooley Title: Chief Financial Officer
 Address: 8701 W, TX-71 Suite 200, Austin TX 78753

Name: Adam Shaw Title: Chief Delivery Officer
 Address: 8701 W, TX-71 Suite 200, Austin TX 78753

Name: Leigh Valudes Title: Chief Delivery Officer
 Address: 8701 W, TX-71 Suite 200, Austin TX 78753

Name: _____ Title: _____
 Address: _____

Check this box if additional Schedule A pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Airport Design Consultants, Inc.
Subcontractor's Address 6031 University Blvd. Suite 330, Ellicott City, MD

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Cedrick Johnson, PE Title: President
Address: 6031 University Blvd., Suite 330, Ellicott City, MD 21043

Name: Mahesh Kukata, PE Title: Vice President
Address: 6031 University Blvd., Suite 330, Ellicott City, MD 21043

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Abadjis Systems Ltd dba ASLPM
Subcontractor's Address 4190 Bonita Rd, Suite 201, Bonita, CA 91902

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Saad Ilyas Title: President
Address: 4190 Bonita Rd, Suite 201, Bonita, CA 91902
Name: _____ Title: _____
Address: _____
Name: _____ Title: _____
Address: _____
Name: _____ Title: _____
Address: _____
Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
Chrysalis Consulting, LLC dba Chrysalis Global Aviation
Subcontractor's Address
10895 Holliday Farms Boulevard, Zionsville, Indiana 46077

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>Suzanne Phelps</u>	Title: <u>Managing Member</u>
Address: <u>10895 Holliday Farms Blvd, Zionsville, IN 46077</u>	

Name: <u>Sheldon Phelps</u>	Title: <u>Member</u>
Address: <u>10895 Holliday Farms Blvd, Zionsville, IN 46077</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Quest Project Controls, Inc., DBA CM Solutions
Subcontractor's Address 114 W Colorado Blvd, Monrovia, CA 91016

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Robyn Coates	Title: President & CEO
Address: 776 Valle Vista Dr., Sierra Madre, CA 91024	

Name: Robert Springer	Title: Senior Advisor
Address: 13984 Crescenta Way, Rancho Cucamonga, CA 91739	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Conaway Geomatics
Subcontractor's Address 101 S. Kraemer Blvd., Suite 250, Placentia, CA 92870

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Shannon Conaway _____ Title: CEO _____
Address: 101 S. Kraemer Blvd., Suite 250, Placentia, CA 92870 _____

Name: Cosette Conaway _____ Title: CFO/EVP _____
Address: 101 S. Kraemer Blvd., Suite 250, Placentia, CA 92870 _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
THE CONVERSE PROFESSIONAL GROUP, dba Converse Consultants
Subcontractor's Address
717 S. Myrtle Avenue / Monrovia, CA 91016

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

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Name: <u>Hashmi Quazi</u>	Title: <u>President</u>
Address: <u>2021 Rancho Drive, #1 / Redlands, CA 92373</u>	

Name: <u>Ruben Romero</u>	Title: <u>CFO / Senior Vice President</u>
Address: <u>717 S. Myrtle Avenue / Monrovia, CA 91016</u>	

Name: <u>Norman Eke</u>	Title: <u>Senior Vice President</u>
Address: <u>717 S. Myrtle Avenue / Monrovia, CA 91016</u>	

Name: <u>Siva Sivathanan</u>	Title: <u>Senior Vice President</u>
Address: <u>717 S. Myrtle Avenue / Monrovia, CA 91016</u>	

Name: <u>Kurt Goebel</u>	Title: <u>Senior Vice President</u>
Address: <u>6610 W. Arby Avenue, Suite 104 / Las Vegas, NV 89118</u>	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Cordoba Corporation
Subcontractor's Address 1401 North Broadway, Los Angeles, California 90012

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>George L. Pla</u>	Title: <u>President & CEO</u>
Address: <u>1401 North Broadway, Los Angeles, California 90012</u>	

Name: <u>Randall D. Martinez</u>	Title: <u>Executive Vice President & COO</u>
Address: <u>1401 North Broadway, Los Angeles, California 90012</u>	

Name: <u>Maria Mehranian</u>	Title: <u>Managing Partner</u>
Address: <u>1401 North Broadway, Los Angeles, California 90012</u>	

Name: <u>Vincent Pla</u>	Title: <u>CFO</u>
Address: <u>1401 North Broadway, Los Angeles, California 90012</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Cornerstone Transportation Consulting, Inc.
Subcontractor's Address 241 Fifth Street, San Francisco, CA 94103

Please check one of the following options:

This subcontractor has one or more principals. **Yes*** **No**

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Wayne Perry	Title: President and CEO
Address: 241 Fifth Street, San Francisco, CA 94103	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name CTI Environmental, Inc.
Subcontractor's Address 711 East Wardlow Road, Suite 203, Long Beach, CA 90807

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>Robin Thorne</u>	Title: <u>Chief Executive Officer</u>
Address: <u>711 East Wardlow Road, Suite 203, Long Beach, CA 90807</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name

Gresham Smith

Subcontractor's Address

222 Second Avenue South, Suite 1400, Nashville, TN 37201

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: Rodney Chester, P.E. Title: Chief Executive Officer & Board Chair
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Name: Randy Gibson, P.E., S.E., Assoc. AIA Title: CSO and President of International Practice
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Name: Peter Oram Title: COO
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Name: K. Dwayne West, CPA Title: CFO
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Name: Kelly Knight Hodges, NCIDQ Title: Chief Development and Engagement Officer
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Name: Jim Harding, SEG D Title: Director of Experiential Design
Address: 222 Second Avenue South, Suite 1500, Nashville, TN 37201

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name HDR Engineering, Inc.
Subcontractor's Address 350 S Grand Avenue, Suite 2900, Los Angeles, CA 90071-3406

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Eric Keen	Title: Chairman/CEO
Address: 1979 S 67th Street Omaha, NE 68106-2973	

Name: John Henderson	Title: COO
Address: 1979 S 67th Street Omaha, NE 68106-2973	

Name: Galen Meysenburg	Title: CFO
Address: 1979 S 67th Street Omaha, NE 68106-2973	

Name: Thomas T. Kim	Title: Senior Vice President
Address: 350 S Grand Avenue, Suite 2900 Los Angeles, CA 90071-3406	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name LIVE & FAITH Consulting, LLC dba L&F Project Management
Subcontractor's Address 1601 N. Sepulveda Blvd. #823, Manhattan Beach, CA 90266

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>Monique Jackson</u>	Title: <u>Founder & CEO</u>
Address: <u>360 The Village, Apt. #207, Redondo Beach, CA 90277</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Leighton Consulting, Inc.*
Subcontractor's Address 2600 Michelson Drive, Suite 400, Irvine, CA 92612

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>Sudhir Damle, PE</u>	Title: <u>Chairman</u>
Address: <u>2600 Michelson Drive, Suite 400, Irvine, CA 92612</u>	

Name: <u>Kristen Williams, PG</u>	Title: <u>Area Leader</u>
Address: <u>2600 Michelson Drive, Suite 400, Irvine, CA 92612</u>	

Name: <u>Nikhila Srirangpatna</u>	Title: <u>Chief Financial Officer</u>
Address: <u>2600 Michelson Drive, Suite 400, Irvine, CA 92612</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule B pages are attached.

***Leighton Consulting, Inc. is a wholly owned subsidiary of Leighton Group, LLC. which is a wholly owned subsidiary of Verdantas, LLC. Principals listed are from Leighton Consulting, Inc.**

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Monument ROW
Subcontractor's Address 200 Spectrum Center, Suite 300, Irvine, CA 92618

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: <u>Amber Costello</u> Title: <u>President</u>
Address: <u>200 Spectrum Center, Suite 300, Irvine, CA 92618</u>

Name: <u>Joey Mendoza</u> Title: <u>Vice President, COO</u>
Address: <u>200 Spectrum Center, Suite 300, Irvine, CA 92618</u>

Name: <u>Bob Morrison</u> Title: <u>Vice President, CFO</u>
Address: <u>200 Spectrum Center, Suite 300, Irvine, CA 92618</u>

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management
Subcontractor's Address
1055 W. 7th Street, 22nd Floor, Suite 2240, Los Angeles, CA 90017

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Omoné O. Livingston, MSCE, CCM, ENV SP Title: President & CEO
Address: 1055 W. 7th Street, 22nd Floor, Suite 2240, Los Angeles, CA 90017

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

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Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name PMCS Group, Inc.
Subcontractor's Address 2600 E. Pacific Coast Highway, Suite 160, Long Beach, CA 90804

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Walid Azar _____ Title: President _____
Address: 2600 E. Pacific Coast Highway, Suite 160, Long Beach, CA 90804 _____

Name: Tarek (Rick) Hijazi _____ Title: Vice President _____
Address: 2600 E. Pacific Coast Highway, Suite 160, Long Beach, CA 90804 _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

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Subcontractor's Name

PSOMAS

Subcontractor's Address

865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

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Name: **Steve Margaroni** Title: **President/Chief Executive Officer**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Nick Tarditti** Title: **Chief Financial Officer, Treasurer**Address: **100 Corporate Pointe, Suite 265, Culver City, CA 90230**Name: **Chad Wilson** Title: **Secretary**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Craig Ahrens** Title: **Vice President**Address: **11456 South Temple Drive, Suite 200, South Jordan, UT 84095**Name: **Alejandro Angel** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**Name: **Sessyle Asato** Title: **Vice President**Address: **3131 Elliott Avenue, Suite 400, Seattle, WA 98121**

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Name: **Brett Barnett** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Regina Beem** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**Name: **Steven Bein** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Marc Blain** Title: **Vice President**Address: **225 South Lake Avenue, Suite 1000, Pasadena, CA 91101**Name: **Monika Bowden** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Michael Bowen** Title: **Vice President**Address: **2502 Jefferson Avenue, Tacoma, WA 98402**

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Schedule B - Subcontractors and Their Principals

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Name: **Joseph Boyle** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Scott Bryant** Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Brian Bullock** Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Jeffrey Chess** Title: **Vice President**Address: **27220 Turnberry Lane, Suite 190, Valencia, CA 91355**Name: **Marcia Carrillo** Title: **Vice President**Address: **1650 Spruce Street, Suite 400, Riverside, CA 92507**Name: **Matthew Clark** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**

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Name: **Sarah Curran** Title: **Vice President**Address: **401 B St #1600, Wells Fargo Plaza, San Diego, CA 92101**Name: **David Curtis** Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **Chris Davenport** Title: **Vice President**Address: **1660 Olympic Boulevard, Suite 300, Walnut Creek, CA 94596**Name: **Nelson Davis** Title: **Vice President**Address: **3131 Elliott Avenue, Suite 400, Seattle, WA 98121**Name: **Amy Day** Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **William Estepa** Title: **Vice President**Address: **1650 Spruce Street, Suite 400, Riverside, CA 92507**

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Name: **Rose Fistrovic**Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **Peter Fitzpatrick**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Dan Forgey**Title: **Vice President**Address: **11661 Blocker Drive, Suite 200, Auburn, CA 95603**Name: **Brian Fragio**Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Jason Fritzler**Title: **Vice President**Address: **2502 Jefferson Avenue, Tacoma, WA 98402**Name: **Paul Gervacio**Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**

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Schedule B - Subcontractors and Their Principals

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Name: **Elizabeth Gibson**Title: **Vice President**Address: **3131 Elliott Avenue, Suite 400, Seattle, WA 98121**Name: **Jeff Gillis**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Dannie Green**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Timothy Hayes**Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Gregory Helmer**Title: **Vice President**Address: **401 B St #1600, Wells Fargo Plaza, San Diego, CA 92101**Name: **Alia Hokuki**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**

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Schedule B - Subcontractors and Their Principals

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Name: **Jim Hunter** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Robert Iannarino** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**Name: **Richard Iman** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**Name: **Jeremy Johnson** Title: **Vice President**Address: **27220 Turnberry Lane, Suite 190, Valencia, CA 91355**Name: **Ann Johnston** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Allison Kooiman** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**

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Schedule B - Subcontractors and Their Principals

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Subcontractor's Name PSOMAS
Subcontractor's Address 865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017

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Name: Ryan Lynch	Title: Vice President
Address: 865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017	

Name: Jennifer Marks	Title: Vice President
Address: 5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707	

Name: Frank Martin	Title: Vice President
Address: 1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661	

Name: Nandez Miller	Title: Vice President
Address: 3131 Elliott Avenue, Suite 400, Seattle, WA 98121	

Name: Cecilia Mokler	Title: Vice President
Address: 865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017	

Name: Maira Salcedo, PE, ENV SP	Title: Vice President
Address: 5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707	

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Schedule B - Subcontractors and Their Principals

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This subcontractor has one or more principals. Yes* No

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Name: **Nathaniel Mozer**Title: **Vice President**Address: **2502 Jefferson Avenue, Tacoma, WA 98402**Name: **Arief Naftali**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Andrew Nickerson**Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **Justin Pallamary**Title: **Vice President**Address: **401 B St #1600, Wells Fargo Plaza, San Diego, CA 92101**Name: **Travis Perry**Title: **Vice President**Address: **11456 South Temple Drive, Suite 200, South Jordan, UT 84095**Name: **Tom Pilarski**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name

PSOMAS

Subcontractor's Address

865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: **Daniel Rahe** Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **Michael Redig** Title: **Vice President**Address: **1660 Olympic Boulevard, Suite 300, Walnut Creek, CA 94596**Name: **Teresita Reutter** Title: **Vice President**Address: **100 Corporate Pointe, Suite 265, Culver City, CA 90230**Name: **Scott Rocke** Title: **Vice President**Address: **11456 South Temple Drive, Suite 200, South Jordan, UT 84095**Name: **Sean Samsel** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**Name: **Gary Skrel** Title: **Vice President**Address: **1660 Olympic Boulevard, Suite 300, Walnut Creek, CA 94596**

Check this box if additional Schedule B pages are attached.

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865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017

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Name: **Sean Smith** Title: **Vice President**Address: **1650 Spruce Street, Suite 400, Riverside, CA 92507**Name: **Theo Smith** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Richard Sullivan** Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **Michael Swan** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Robert Talafus** Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Kevin Thornton** Title: **Vice President**Address: **333 E Wetmore Road, Suite 450, Tucson, AZ 85705**

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

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Subcontractor's Name

PSOMAS

Subcontractor's Address

865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: **Reuben Tolentino**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Alysen Weiland**Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**Name: **David Luzuriaga**Title: **Vice President**Address: **5 Hutton Centre Drive, Suite 300, Santa Ana, CA 92707**Name: **Brian Wright**Title: **Vice President**Address: **1410 Rocky Ridge Drive, Suite 300, Roseville, CA 95661**Name: **Terrence Wright, Jr.**Title: **Vice President**Address: **2502 Jefferson Avenue, Tacoma, WA 98402**Name: **Caroline Yontez**Title: **Vice President**Address: **865 S. Figueroa Street, Suite 3200, Los Angeles, CA 90017**

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name SSC Inc
Subcontractor's Address 1 Avenue of the Palms Suite 16B, San Francisco, California, 94130

Please check one of the following options:

This subcontractor has one or more principals. **Yes*** **No**

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Chris Shiels _____ Title: CEO _____
Address: 2049 Great Meadow Ct, Brentwood, CA 94513 _____

Name: Sam Sowko _____ Title: Treasurer, Secretary _____
Address: 1442 Ramsay Circle, Walnut Creek, Ca 94597 _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name
Triunity, Inc.
Subcontractor's Address
515 S. Flower St., Suite 1803, Los Angeles, CA 90071

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

* Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.

Name: <u>Jonnie Thomas</u>	Title: <u>CEO</u>
Address: <u>633 17th St., Suite 1500 Denver, CO 80202</u>	

Name: <u>Marvin Thomas</u>	Title: <u>Northwest Region Director</u>
Address: <u>1201 2nd Avenue, Suite 900 Seattle, WA 98101</u>	

Name: <u>Michael Peek</u>	Title: <u>COO</u>
Address: <u>633 17th St., Suite 1500 Denver, CO 80202</u>	

Name: <u>Sean VonFeldt</u>	Title: <u>Principal</u>
Address: <u>515 S. Flower St., Suite 1803, Los Angeles, CA 90071</u>	

Name: <u>Jane Donovan</u>	Title: <u>Principal</u>
Address: <u>633 17th St., Suite 1500 Denver, CO 80202</u>	

Name: <u>Danielle Smith</u>	Title: <u>Central/West Region Director</u>
Address: <u>633 17th St., Suite 1500 Denver, CO 80202</u>	

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name Jennifer J. Walker Watearth
Subcontractor's Address 3371 Glendale Blvd, Suite 101, Los Angeles, CA 90039

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: _____ Title: _____ Address: _____

Check this box if additional Schedule B pages are attached.

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

Subcontractor's Name ZT Consulting Group, Inc.
Subcontractor's Address 1041 E. Green St, Suite 204, Pasadena, CA 91106

Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: Farzad Tasbihgoo Title: Principal Engineer
Address: 1041 E. Green St., Suite 204, Pasadena, CA 91106

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
QUESTIONNAIRE**

On December 4, 2001, the Board of Airport Commissioners adopted Resolution No. 21601, establishing LAWA's Contractor Responsibility Program (CRP). The intent of the program is to ensure that all LAWA contractors have the necessary quality, fitness and capacity to perform the work set forth in the contract. To assist LAWA in making this determination, each bidder/proposer is required to complete and submit with the bid/proposal the attached CRP Questionnaire. If a non-competitive process is used to procure the contract, the proposed contractor is required to complete and submit the CRP Questionnaire to LAWA prior to execution of the contract. Submitted CRP questionnaires will become public records and information contained therein will be available for public review for at least fourteen (14) calendar days, except to the extent that such information is exempt from disclosure pursuant to applicable law.

The signatory of this questionnaire guarantees the truth and accuracy of all statements and answers to the questions herein. Failure to complete and submit this questionnaire may make the bid/proposal non-responsive and result in non-award of the proposed contract. During the review period if the bidder/proposer or contractor (collectively referred to hereafter as "bidder/proposer") is found non-responsible, he/she is entitled to an Administrative Hearing if a written request is submitted to LAWA within ten (10) working days from the date LAWA issued the non-responsibility notice. Final determination of non-responsibility will result in disqualification of the bid/proposal or forfeiture of the proposed contract.

All Questionnaire responses must be typewritten or printed in ink. Where an explanation is required or where additional space is needed to explain an answer, use the CRP Questionnaire Attachment A. Submit the completed and signed Questionnaire and all attachments to LAWA. Retain a copy of this completed questionnaire for future reference. Contractors shall submit updated information to LAWA within thirty (30) days if changes have occurred that would make any of the responses inaccurate in any way.

A. PROJECT TITLE: LAWA Multiple Award Task Order Contract (MATOC) for Program Services

B. BIDDER/CONTRACTOR INFORMATION:

<u>Anser Advisory Management, LLC</u>	<u>Anser Advisory, Part of Accenture</u>		
<u>Legal Name</u>	<u>DBA</u>		
<u>2677 North Main Street, Suite 400</u>	<u>Santa Ana</u>	<u>CA</u>	<u>92705</u>
<u>Street Address</u>	<u>City</u>	<u>State</u>	<u>Zip</u>
<u>Craig Halvorson, Executive Vice President</u>	<u>714.276.1135</u>	<u>714.276.1134</u>	
<u>Contact Person, Title</u>	<u>Phone</u>	<u>Fax</u>	

C. TYPE OF SUBMISSION: The CRP Questionnaire being submitted is:

- An initial submission of a CRP Questionnaire. **Please complete all questions and sign Attachment A.**
- An update of a prior CRP Questionnaire dated ____/____/____. **Please complete all questions and sign Attachment A.**
- A copy of the initial CRP Questionnaire dated ____/____/____. **Please sign below and return this page.**

I certify under penalty of perjury under the laws of the State of California that there has been no change to any of the responses since the firm submitted the last CRP Questionnaire.

<u>Craig Halvorson, Executive Vice President</u>	<u></u>	<u>October 18, 2023</u>
<u>Print Name, Title</u>	<u>Signature</u>	<u>Date</u>

A. OWNERSHIP AND NAME CHANGES

1a. In the past five (5) years, has the name of the bidder/proposer (also referred to herein as "your firm") changed?

Yes **No**

If **Yes**, list on Attachment A all prior legal and D.B.A. names used by the bidder/proposer, the addresses of each of the identified entities, and the dates when each identified entity used those names. Additionally, please explain in detail the specific reason(s) for each name change. **Please see attached**

1b. In the past five (5) years, has the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) engaged in the same or similar type of business as the current firm?

Yes **No**

If **Yes**, list on Attachment A the names of those firms.

B. FINANCIAL RESOURCES AND RESPONSIBILITY

2. In the past five (5) years, has your firm ever been the debtor in a bankruptcy proceeding?

Yes **No**

If **Yes**, explain on Attachment A the specific circumstances and dates surrounding each instance.

3. Is your company now in the process of, or in negotiations toward, or in preparations for being sold?

Yes **No**

If **Yes**, explain on Attachment A the specific circumstances, including to whom being sold and principal contact information.

4. In the past five (5) years, has your firm's financial position significantly changed?

Yes **No**

If **Yes**, explain the specific circumstances on Attachment A.

5. In the past five (5) years, has your firm ever been denied bonding?

Yes **No**

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance and include the name of the bonding company.

6. In the past five (5) years, has any bonding company made any payments to satisfy any claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes **No**

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

PERFORMANCE HISTORY

7. In the past five (5) years, has your firm or the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) defaulted under a contract with a governmental entity or with a private individual or entity?

Yes **No**

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

8. In the past five (5) years, has a governmental or private entity or individual terminated your firm's contract prior to completion of the contract?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, and principal contact information.

9. In the past five (5) years, has your firm ever failed to meet any scheduled deliverables or milestones?

Yes No

If **Yes**, explain on Attachment A the circumstances surrounding each instance, and principal contact information.

10. In the past ten (10) years, has the bidder/proposer had any contracts with any private or governmental entity to perform work which is similar, in any way, to the work to be performed on the contract for which you are bidding or proposing?

Yes No

If **Yes**, list on a separate attachment, for each contract listed in response to this question: (a) contract number and dates; (b) awarding authority; (c) contact name and phone number; (d) description and success of performance; and (e) total dollar amount. Include audit information if available. **Please see attached**

COMPLIANCE

11. In the past five (5) years, has your firm or any of its owners, partners, or officers, been penalized for or been found to have violated any federal, state, or local laws in the performance of a contract, including but not limited to laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

12. In the past five (5) years, has your firm ever been debarred or determined to be a non-responsible bidder contractor?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the current status.

BUSINESS INTEGRITY

13. In the past five (5) years, has your firm been convicted of, or found liable in a civil suit for making a false claim(s) or material misrepresentation(s) to any private or governmental entity?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

14. In the past five (5) years, has your firm or any of its executives, management personnel, and owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract; or the crime of theft, fraud, embezzlement, perjury, or bribery?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and current status.

**ATTACHMENT "A"
FOR ANSWERS TO QUESTIONS IN SECTIONS A THROUGH E**

Use the space below to provide required additional information or explanation(s). Information submitted on this sheet must be typewritten. Indicate the question for which you are submitting the additional information. Information submitted on this Attachment will be available for public review, except to the extent that such information is exempt from disclosure pursuant to applicable law. **Insert additional Attachment A pages as necessary.**

1a.

Anser Advisory Management, LLC previously operated under the name DHS Consulting, LLC. The name change was the result of an acquisition.

Original Filing: DHS Consulting, Inc. - 05/29/2012

Name change for acquisition: DHS Consulting, LLC - 05/17/2019

Acquisition: Anser Advisory Management, LLC - 12/06/2019

10. Please see attached. Due to the fact that Anser Advisory completes hundreds of projects each year it is impractical to provide a complete list of all projects completed within the last 10 years. Please see the attached for a highlighted summary of our most recent projects related to this contract.

CERTIFICATION UNDER PENALTY OF PERJURY

I certify under penalty of perjury under the laws of the State of California that I have read and understand the questions contained in this CRP Questionnaire. I further certify that I am responsible for the completeness and accuracy of the answers to each question, and that all information provided in response to this Questionnaire is true to the best of my knowledge and belief.

Craig Halvorson, Executive Vice President
Print Name, Title


Signature

October 3, 2023
Date

Contract Number and Dates	Awarding Authority	Contact Name and Phone	Description and Success of Performance	Total Dollar Amount
Project Management On-Call for CIP I Contract: DA 5133	Los Angeles World Airports	Jake Adams, Program Manager 424-646-5113	Completed on time and within budget	\$4.9 Million
Project Management On-Call for CIP I Contract: DA 5135	Los Angeles World Airports	Jake Adams, Program Manager 424-646-5113	Completed on time and within budget	\$8.4 Million
Project Management On-Call for CIP I Contract: DA 5137	Los Angeles World Airports	Jake Adams, Program Manager 424-646-5113	Completed on time and within budget	\$5.6 Million
Terminal Area Improvements Airport Modernization Phase II 04/2019 – 12/2023 Contract: 35531	City of Long Beach	Stephan Lum, Airport Engineering Officer 562-570-2682	Completed on time and within budget	\$105 Million
Construction Management Services On-Call 2015 – Current Contract: 30040701.02	Los Angeles Unified School District	Greg Garcia, Director of Project Execution 213-241-0304	Ongoing project; currently on track for successful completion on time and within budget	Several Bond Program Projects over \$1.5B
Division 20 Portal Widening Turnback Facility Estimated 12/2024 Contract: AE48636MC074	Los Angeles County Metropolitan Transportation Authority	Albert Soliz, Deputy Executive Officer 1 Gateway Plaza, Los Angeles, CA 90012 213-922-4002 SolizA@metro.net	Ongoing project; currently on track for successful completion on time and within budget	\$500 Million+
Regional Connector Transit Project Estimated 12/2023 Contract: 30189637.04	Los Angeles County Metropolitan Transportation Authority	Gary Baker, Executive Officer – Projects Engineering 1 Gateway Plaza, Los Angeles, CA 90012 (213) 893-7191 bakerga@metro.net	Ongoing project; currently on track for successful completion on time and within budget	\$1.75 Billion
Center Street Project – Emergency Security Operations Center Estimated 03/2024 Contract: PS66100MC076	Los Angeles County Metropolitan Transportation Authority	Vincent Chio, Senior Director ChioM@metro.net 213-418-3178	Ongoing project; currently on track for successful completion on time and within budget	\$83.6 Million
CV Link Multi-Modal Transportation Facility Estimated 12/2024	Coachella Valley Association of Governments	Jonathan Hoy Director of Transportation (760) 346-1127	Ongoing project; currently on track for successful completion on time and within budget	\$130 Million+

Contract Number and Dates	Awarding Authority	Contact Name and Phone	Description and Success of Performance	Total Dollar Amount
Contract: CVL-2015-0309		jhoy@cvag.org		
North First Avenue Bridge over BNSF Estimated 05/2024 Contract: 21-1002469	San Bernardino County Transportation Authority	Kristi Harris, Construction Manager 1170 W. 3 rd Street, San Bernardino, CA 92410 kharris@gosbcta.com 435-574-8767	Ongoing project; currently on track for successful completion on time and within budget	\$86.68 Million
Diamond Bar Golf Course Renovations 10/2023 Contract: 20-08	San Gabriel Valley Council of Governments	Rene Coronel Project Manager 1000 Fremont Avenue, Unit 42 Alhambra, CA 91803 (626) 453-4914 rcoronel@sgvcog.org	Completed on time and within budget	\$40 Million
Program Management/PDA Oversight Services for Sepulveda Transit Corridor Project Estimated 12/2026 Contract: AE82658000	Los Angeles County Metropolitan Transportation Authority	Manchi Yi, Contract Administrator (213) 418-3332 YiM@metro.net	Ongoing project; currently on track for successful completion on time and within budget	\$40.6 Million
On-Call Project Controls (Work Authorizations 2 and 6) 05/2021 – 05/2022 Contract: HD-9307	Port of Long Beach	Armond Morad, 562-972-8999	Completed on time and within budget	Varied
On-Call Project Controls (Work Authorizations 6 and 9) 05/2022 – Current Contract: HD-9307	Port of Long Beach	Henry Corzo, 562-896-7422	Ongoing project; currently on track for successful completion on time and within budget	Varied
Pier E Container Yard Intermodal Railyard, Stage 3, Phase 3 2018-2020 Contract: HD-S2368	Port of Long Beach	Francisco Aragon, 562-283-7254	Completed on time and within budget	\$152 Million
Pier E Berth E22 Wharf and Backlands, Stage 3, Phase 3 2018 – 2020 Contract: HD-S2365	Port of Long Beach	Francisco Aragon, 562-283-7254	Completed on time and within budget	\$146 Million

Contract Number and Dates	Awarding Authority	Contact Name and Phone	Description and Success of Performance	Total Dollar Amount
Pier E Terminal Container Yard Intermodal Railyard, Phase 2 2015 – 2017 Contract: HD-S2367	Port of Long Beach	Francisco Aragon, 562-283-7254	Completed on time and within budget	\$75 Million
East Basin Fill Phase 3 2016 – 2018 Contract: HD-S2377	Port of Long Beach	Francisco Aragon, 562-283-7254	Completed on time and within budget	\$67 Million
Scott Road Interchange Project Complete: 12/2020 Contract: 18-03-005	City of Menifee	Carlos Geronimo, Principal Engineer 29844 Haun Road Menifee, CA 92586 (951)723-3722 cgeronimo@cityofmenifee.us	Completed on time and within budget	\$57.8 Million
North Park Mid-City Georgia – Meade and Landis Bikeways Projects Complete: 04/2022 Contract: 5007806	San Diego Association of Governments	John Anderson, Construction Manager 401 B Street, Suite 800, San Diego, CA 92101 619-699-7342 john.anderson@sandag.org	Completed on time and within budget	\$18.4 Million
Avenue 66 Grade Separation Complete: 04/2022 Contract: 19-10-002	County of Riverside Transportation Department	Ward Maxwell Engineering Department Manager 2950 Washington Street Riverside, CA 92504 (951) 955-8614 wmaxwell@rivco.org	Completed on time and within budget	\$35 Million
I-10 at Alabama Street Interchange Complete: 06/2023 Contract: 19-1002248	San Bernardino County Transportation Authority	Khalid Bazmi, PE, Construction Manager, Project Delivery 1170 W. 3 rd Street, San Bernardino, CA 92410 909-884-8276 ext. 146 kbazmi@gosbcta.com	Completed on time and within budget	\$14.38 Million

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
PLEDGE OF COMPLIANCE**

The Los Angeles World Airports (LAWA) Contractor Responsibility Program (Board Resolution #21601) provides that, unless specifically exempted, LAWA contractors working under contracts for services, for purchases, for construction, LAWA licensees with licenses, agreements or permits issued under the Certified Service Provider Program, and LAWA tenants with leases, that require the Board of Airport Commissioners' approval shall comply with all applicable provisions of the LAWA Contractor Responsibility Program. Bidders and proposers are required to complete and submit this Pledge of Compliance with the bid or proposal or with an amendment of a contract subject to the CRP. In addition, within 10 days of execution of any subcontract, the contractor shall submit to LAWA this Pledge of Compliance from each subcontractor who has been listed as performing work on the contract.

The contractor agrees to comply with the Contractor Responsibility Program and the following provisions:

- (a) To comply with all applicable Federal, state, and local laws in the performance of the contract, including but not limited to, laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees.
- (b) To notify LAWA within thirty (30) calendar days after receiving notification that any government agency has initiated an investigation that may result in a finding that the contractor is not in compliance with paragraph (a).
- (c) To notify LAWA within thirty (30) calendar days of all findings by a government agency or court of competent jurisdiction that the contractor has violated paragraph (a).
- (d) To provide LAWA within thirty (30) calendar days updated responses to the CRP Questionnaire if any change occurs which would change any response contained within the completed CRP Questionnaire. Note: This provision does not apply to amendments of contracts not subject to the CRP and to subcontractors not required to submit a CRP Questionnaire.
- (e) To ensure that subcontractors working on the LAWA contract shall complete and sign a Pledge of Compliance attesting under penalty of perjury to compliance with paragraphs (a) through (c) herein. To submit to LAWA the completed Pledges.
- (f) To notify LAWA within thirty (30) days of becoming aware of an investigation, violation or finding of any applicable federal, state, or local law involving the subcontractors in the performance of a LAWA contract.
- (g) To cooperate fully with LAWA during an investigation and to respond to request(s) for information within ten (10) working days from the date of the Notice to Respond.

Failure to sign and submit this form to LAWA with the bid/proposal may make the bid/proposal non-responsive.

Anser Advisory Management, LLC, 2677 North Main Street, Suite 400, Santa Ana, CA 92705, 714.276.1135

Company Name, Address and Phone Number



October 18, 2023

Signature of Officer or Authorized Representative

Date

Craig Halvorson, Executive Vice President

Print Name and Title of Officer or Authorized Representative

LAWA Multiple Award Task Order Contract (MATOC) for Program Services

Project Title

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; **or**
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing ONE of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DSG list of persons engaged in investment activities in Iran.

<i>Vendor Name/Financial Institution (printed)</i> Anser Advisory Management, LLC		<i>BTRC (or n/a)</i> 0002634553-0001-1
<i>By (Authorized Signature)</i> 		
<i>Print Name and Title of Person Signing</i> Craig Halvorson, Executive Vice President/ Regional Managing Director		
<i>Date Executed</i> 10/18/2023	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (printed)</i>		<i>BTRC (or n/a)</i>
<i>By (Authorized Signature)</i>		
<i>Print Name and Title of Person Signing</i>		
<i>Date Executed</i>	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

LAWA EBO COMPLIANCE

FOR LAWA CONTRACTORS ONLY

City of Los Angeles
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway, Suite 300, Los Angeles, CA 90015
Phone: (213) 847-2625 E-mail: bca.eeoe@lacity.org

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

Company Name: Anser Advisory Management, LLC (dba Anser Advisory, Part of Accenture)

Company Address: 2677 North Main Street, Suite 400

City: Santa Ana State: CA Zip: 92705

Contact Person: Craig Halvorson Phone: 714.276.1135 E-mail: craig.halvorson@anseradvisory.com

Approximate Number of Employees in the United States: 925

Approximate Number of Employees in the City of Los Angeles: 50

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The contractor's operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The contractor's operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor's presence at or on the property is connected to a Contract with the City; and
- C. The Contractor's employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

"During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners."

LAWA EBO COMPLIANCE

SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- I have no employees.
- I provide no benefits.
- I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
- I provide equal benefits as required by the City of Los Angeles EBO.
- I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
- All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.
- Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date) _____.
- Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

Anser Advisory Management, LLC will comply with the Equal Benefits Ordinance requirements
Company Name
as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 18 day of October, in the year 2023, at Santa Ana, CA
 _____ (City) _____ (State)
C. Halvorson _____
 Signature Mailing Address

 Name of Signatory (please print) City, State, Zip Code

 Title EIN/TTN

This form must be submitted with your bid or proposal to the City department that is awarding the contract noted below. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing **Amendment:** Date of Signed Original _____ Date of Last Amendment _____

Reference Number (Bid, Contract, or RAMP) Multiple Award Task Order Contracts (MATOC) for Program Services	Awarding Authority (Department awarding the contract) City of Los Angeles/ Los Angeles World Airports
Bidder Name Anser Advisory Management, LLC (dba Anser Advisory, Part of Accenture)	
Address 2677 North Main Street, Suite 400, Santa Ana, CA 92705	
Email Address craig.halvorson@anseradvisory.com	Phone Number 714.276.1135

Certification

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

A. I am applying for one of the following types of contracts with the City of Los Angeles:

1. A goods or services contract with a value of more than \$25,000 and a term of at least three months;
2. A construction contract with any value and duration;
3. A financial assistance contract, as defined in Los Angeles Administrative Code § 10.40.1(h), with a value of at least \$100,000 and a term of any duration; or
4. A public lease or license, as defined in Los Angeles Administrative Code § 10.40.1(i), with any value and duration.

B. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

Craig Halvorson

Name


Signature

Executive Vice President

Title

October 18, 2023

Date

AFFIDAVIT

REQUIRED OF ALL PROPOSERS/BIDDERS

(This Affidavit will become part of the contract for the selected Proposer/Bidder)

The City of Los Angeles, Los Angeles World Airports (LAWA) is committed to creating an environment that provides all individuals and businesses open access to the business opportunities available at LAWA.

MANDATORY BUSINESS ENTERPRISE PARTICIPATION LEVELS:

This Project has the following mandatory participation levels:	If awarded the contract, the selected Proposer/Bidder commits to achieving the following participation levels on the Project:
SBE <u>30</u> %	SBE <u>32</u> %
LBE <u>14</u> %	LBE <u>17</u> %
LSBE <u>11</u> %	LSBE <u>12</u> %
DVBE <u>2</u> %	DVBE <u>4</u> %

Achievement level(s) will be calculated as the percentage of the total contract amount for which SBEs, LBEs, LSBEs or DVBEs were utilized. The selected Proposer/Bidder's performance on the applicable business enterprise levels will be monitored throughout the duration of the contract, and the business enterprise achievement levels will be calculated at the end of the contract term.

SUBCONTRACTORS:

As applicable, the selected Proposer/Bidder will be required to comply with California's "Subletting and Subcontracting Fair Practices Act" (Public Contract Code Sections 4100 et seq.) (www.leginfo.ca.gov/cgi-bin/calawquery?codesection=pcc&codebody=&hits=20).

Any reduction, increase, or other change to the SBE, LBE, LSBE or DBVE Subcontract amounts without prior written approval of Procurement Services Division (PSD) is considered an Unauthorized Subcontractor Substitution, and the selected Proposer/Bidder may be subject to a penalty. A subcontract dollar value increased or reduced solely as the result of a Change Order issued by LAWA to add or delete from the original scope of work shall not be subject to a penalty for an Unauthorized Subcontractor Substitution.

Proposers/Bidders must list all Subcontractors on LAWA's Subcontractor Participation Plan and include all requested information. Only PSD is authorized to grant either initial approval of Subcontractor(s) or additions, deletions, and substitutions.

PENALTIES:

Violation of the SBE, LBE, LSBE and DVBE Program Rules and Regulations (http://www.lawa.org/welcome_LAWA.aspx?id=146) may result in financial penalties.

At the end of each project, LAWA may withhold as disputed funds 15% of the total dollar value of all subcontract(s) that appear to be in violation of the SBE, LBE, LSBE or DVBE Programs and 15% of the total dollar value of all subcontract(s) where work was performed on the project without, or prior to, approval by LAWA.

REPORTING REQUIREMENTS:

The selected Proposer/Bidder shall submit to LAWA, on a monthly basis, together with its invoice the Subcontractor Utilization Report listing the SBE, LBE, LSBE or DVBE subcontractors utilized during the reporting period. LAWA will not process or pay selected Proposer/Bidder's subsequent invoices if the Subcontractor Utilization Reports are not submitted with the monthly invoice.

The Contractor must submit the Final Subcontracting Report to PSD within fifteen (15) calendar days after a request for the report by PSD. Failure to comply shall result in the assessment of liquidated damages in the amount of \$100.00 per day by LAWA.

CERTIFICATION

The Bidder/Proposer certifies that it/he/she has read and understood the SBE, LBE, LSBE and DVBE Program Rules and Regulations (located at http://www.lawa.org/welcome_LAWA.aspx?id=146) and further certifies that, if awarded the Contract, it/he/she shall fully comply with LAWA's SBE, LBE, LSBE and DVBE Programs.

Anser Advisory Management, LLC 121 W. Lexington Drive, #334

Company Name, Address and Phone Number

C. Halvorson

10/18/2023

Signature of Officer or other Authorized Representative

Date

Craig Halvorson Regional Managing Director/Executive Vice President

Print Name and Title of Officer or Other Authorized Representative

LAWA Program Services MATOC

Project Title

SUBCONTRACTOR PARTICIPATION PLAN

ATTENTION:

You MUST list ALL anticipated subcontractors, regardless of their dollar amount or percent proposed, and regardless of whether they are certified or not.

You MUST fill out ALL applicable fields completely for the Prime and all subcontractors. Failure to provide complete and legible information on this form may result in your firm not receiving full certification credit.

Revised

Project Title: LAWA MATOC for Program Services Today's Date: 1/24/2024

BIDDER/PROPOSER COMPANY INFORMATION		BID/PROPOSAL AMOUNT		DESCRIPTION OF PROJECT SERVICES
NAME: Anser Advisory Management, LLC	ETHNICITY: Caucasian			Construction/Project/Program Management, Project
ADDRESS: 121 W. Lexington Drive, Suite 334	GENDER: Male			Controls, Inspection
CITY/STATE/ZIP: Glendale, CA 91203	FEDERAL TAX ID #: 90-0855728			
CONTACT NAME: Craig Halvorson	EMAIL: craig.halvorson@anseradvisory.com			
TELEPHONE NO: 714-276-1135				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS: 541330, 541690, 541990, 541611; 541618
SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: 3QC Inc.	ETHNICITY: Caucasian	Microbusiness		Building Commissioning, Specialty Inspection
ADDRESS: 155 N. Lake Avenue, 8th Floor	GENDER: Male			
CITY/STATE/ZIP: Pasadena / California / 91101	FEDERAL TAX ID #: 20-0010735			
CONTACT NAME: Jim Ogden	EMAIL: JOgden@3QCinc.com			
TELEPHONE NO: 949-681-7084				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER _____				NAICS: 541490; 541330; 541350; 541310; 561210
NAME:	ETHNICITY:			
ADDRESS:	GENDER:			
CITY/STATE/ZIP:	FEDERAL TAX ID #:			
CONTACT NAME:	EMAIL:			
TELEPHONE NO:				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS:

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: Casamar Group, LLC ADDRESS: 23335 Alamos Lane CITY/STATE/ZIP: Newhall, CA 91321 CONTACT NAME: Joe Garcia, PE, QSP TELEPHONE NO: 661-254-2373	ETHNICITY: Hispanic GENDER: Male EMAIL: 26-0501701 FEDERAL TAX ID #: jgarcia@casamargroup.com			Community Outreach, Labor Compliance, Document Control, DBE Compliance, Project Manager, Project Engineer, Data Document Management, PLA Administration
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER CA Supplier Clearinghouse (MBE)		Microbusiness		NAICS: 541330, 541611, 541613, 541618, 541910; 541690; 541620
NAME: Chrysalis Global Aviation ADDRESS: 10895 Holliday Farms Blvd. CITY/STATE/ZIP: Zionsville, IN 46077 CONTACT NAME: Suzanne Phelps TELEPHONE NO: 317-844-1400	ETHNICITY: Caucasian GENDER: Female EMAIL: suzanne.phelps@chrysalisglobal.com FEDERAL TAX ID #: 52-2138041			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE* <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER *recertification pending				NAICS: 541512; 541618; 541690
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS:
NAME: Conaway Geomatics ADDRESS: 101 S. Kraemer Blvd., STE 250 CITY/STATE/ZIP: Placentia, CA 92870 CONTACT NAME: Shannon Conaway, PLS TELEPHONE NO: 714.486.0258 x 1	ETHNICITY: Caucasian GENDER: male EMAIL: sconaway@conawaygeo.com FEDERAL TAX ID #: 83-4258610			Land surveying; Site investigations
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER		Microbusiness		NAICS: 541370

Subcontractor Company Information	Profile Information	PROPOSED	% PROPOSED	Description of Project/Services
NAME: Converse Consultants ADDRESS: 717 S. Myrtle Avenue CITY/STATE/ZIP: Monrovia, CA 91016 CONTACT NAME: Siva Sivathasan, PhD, PE, GE TELEPHONE NO: 626-930-1275	ETHNICITY: Asian GENDER: Male EMAIL: 95-4020122 FEDERAL TAX ID #: jgarcia@casamargroup.com			Geotechnical services; Quality Assurance
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER City/County of LA and CPUC				NAICS: 541330, 541360, 541370, 541380, 541620, 541690, 541990, 562910
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS:
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS:
NAME: CTI Environmental ADDRESS: 711 East Wardlow Road, Suite 203 CITY/STATE/ZIP: Long Beach, CA 90807 CONTACT NAME: Robin Thorne TELEPHONE NO: 562-608-8401	ETHNICITY: Black GENDER: Female EMAIL: robin@ctienviro.com FEDERAL TAX ID #: 26-4582786			Safety Management; Environmental
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input checked="" type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER		Microbusiness		NAICS: 926150; 541690; 541620; 238910; 238990; 562910; 562998

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS:
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS:
NAME: Gresham Smith ADDRESS: 222 Second Avenue South, Suite 1400 CITY/STATE/ZIP: Nashville, TN 37201 CONTACT NAME: Jim Harding, SEGD TELEPHONE NO: 615.770.8292	ETHNICITY: Caucasian GENDER: Male EMAIL: jim.harding@greshamsmith.com FEDERAL TAX ID #: 30-0794126			Architecture, Interior Design, Engineering, Graphic Design/ Experiential Design, Wayfinding Services
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS: 541310, 541310, 541410, 541430, 541490, 541420
NAME: ADDRESS: CITY/STATE/ZIP: CONTACT NAME: TELEPHONE NO:	ETHNICITY: GENDER: EMAIL: FEDERAL TAX ID #:			
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS:

Subcontractor Company Information	Profile Information	PROPOSED	% PROPOSED	Description of Project/Services
NAME: LIVE & FAITH Consulting ADDRESS: 1601 N. Sepulveda Blvd, #823 CITY/STATE/ZIP: Manhattan Beach, CA 90266 CONTACT NAME: Monique Jackson TELEPHONE NO: 979-676-0796 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input checked="" type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input checked="" type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER	ETHNICITY: Black / African American GENDER: Female EMAIL: mjackson@lfpjprojectmanagement.com FEDERAL TAX ID #: 84-3109117	Microbusiness		Project, program and portfolio management NAICS: 541611, 541618, 541690, 541990, 611430
NAME: Leighton Consulting, Inc. ADDRESS: 2600 Michelson Drive, Suite 400 CITY/STATE/ZIP: Irvine, CA 92612 CONTACT NAME: Djan Chandra, PE, GE TELEPHONE NO: 949-681-4267 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER	ETHNICITY: Asian American GENDER: Male EMAIL: dchandra@eightongroup.com FEDERAL TAX ID #: 73-1650031			Geotechnical Engineering, Materials Testing, and Special Inspection Services NAICS: 541330, 541350, 541360, 541380
NAME: Monument ROW ADDRESS: 200 Spectrum Center, Suite 300 CITY/STATE/ZIP: Irvine, CA 92618 CONTACT NAME: Amber Costello TELEPHONE NO: 562.260.0507 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER CPUC	ETHNICITY: Caucasian GENDER: Female EMAIL: acostello@monumentrow.com FEDERAL TAX ID #: 83-1525252	Microbusiness		Real Estate and Right-of-way Services NAICS: 531390, 541618, 541611
NAME: O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management ADDRESS: 1055 W. 7th Street, 22nd Floor, Suite 2240 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: Omone O. Livingston TELEPHONE NO: 213-267-8284 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input checked="" type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER SCMSDC, MWD, Port of Long Beach	ETHNICITY: African American GENDER: Female EMAIL: omoneo@o2epcm.com FEDERAL TAX ID #: 81-4057889			Construction/Project Management, Project Controls NAICS: 236210, 236220, 541350, 237310, 237990, 541611, 541618, 541990, 561110, 561312, 561320, 541690, 541990, 561320, 561499, 921190

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: PMCS Group, Inc. ADDRESS: 2600 E. Pacific Coast Highway, Suite 160 CITY/STATE/ZIP: Long Beach, CA 90804 CONTACT NAME: Rick Hijazi, Vice President TELEPHONE NO: 562.498.0808	ETHNICITY: Caucasian GENDER: Male EMAIL: rhijazi@pmcsgroup.net FEDERAL TAX ID #: 11-3749436			Project Management, Construction Management, Inspection, Scheduling, Estimating, Document Controls, Safety Project / Office Engineers
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER LA County Dept. of Public Works				NAICS: 236220, 236210, 541330, 541611, 561110
NAME: Psomas ADDRESS: 865 S. Figueroa St, Suite 3200 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: Brett Barnett TELEPHONE NO: (714) 481-7933	ETHNICITY: N/A GENDER: N/A EMAIL: brett.barnett@psomas.com FEDERAL TAX ID #: 95-2863554			Construction/project/program management, inspection
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541330, 541690, 541611; 541370; 541360; 541620; 924110
NAME: Redwood Resources ADDRESS: 6425 Green Valley Circle, 306 CITY/STATE/ZIP: Culver City CA 90230 CONTACT NAME: Schenae Rourk TELEPHONE NO: 310-356-7619	ETHNICITY: Black GENDER: Female EMAIL: srourk@redwoodresources.net FEDERAL TAX ID #: 85-1322824			Outreach, Community and Stakeholder Engagement, Facilitation, Management, Youth Engagement and Workforce Development, and DEI
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input checked="" type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER		Microbusiness		NAICS: 561110, 541611, 541612, 541613, 541618, 561499, 541910
NAME: SSC Inc ADDRESS: 1150 S Olive St CITY/STATE/ZIP: Los Angeles, Ca, 90015 CONTACT NAME: Samuel Sowko TELEPHONE NO: 510.292.7869	ETHNICITY: Caucasian GENDER: Male EMAIL: sam.sowko@sscinc.us FEDERAL TAX ID #: 86-2483661			Construction/Project/Program Management, Administration Inspection, Field Engineering
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541330

Subcontractor Company Information	Profile Information	\$ PROPOSED	% PROPOSED	Description of Project Services
NAME: Nexus AEC LLC dba TITAN AEC	ETHNICITY: East Indian			Professional consulting firm providing services for building information modeling (BIM), virtual design & construction (VDC), LIDAR, geographical information systems (GIS), project management, program management, and staff augmentation
ADDRESS: 633 W. 5th Street, 26th Floor	GENDER: Male			
CITY/STATE/ZIP: Los Angeles, CA 90071	EMAIL: sbaadkar@titanaec.com			
CONTACT NAME: Shobhit Baadkar	FEDERAL TAX ID #: 27-3709489			
TELEPHONE NO: (310) 651-6867				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER County of LA				NAICS: 541519; 519190; 541511; 541513; 541330; 541310; 541340; 541370
NAME: Trinity, Inc.	ETHNICITY: Caucasian			Program Management
ADDRESS: 55 S. Flower St., Suite 1803	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, CA	EMAIL: danielle.smith@trinityeng.com			
CONTACT NAME: Danielle Smith	FEDERAL TAX ID #: 76-0747545			
TELEPHONE NO: 303-842-1412				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541512; 488210; 541611; 541330; 541690
NAME:	ETHNICITY:			
ADDRESS:	GENDER:			
CITY/STATE/ZIP:	EMAIL:			
CONTACT NAME:	FEDERAL TAX ID #:			
TELEPHONE NO:				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS:
NAME: Watearth, Inc.	ETHNICITY: Caucasian			Water Resources, Environmental, Green Infrastructure, Hydrology & Hydraulics, Design, Stormwater, Communications
ADDRESS: 3371 Glendale Blvd, Suite 101	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, CA 90039	EMAIL: jwalker@watearh.com			
CONTACT NAME: Jennifer J. Walker	FEDERAL TAX ID #: 26-3679313			
TELEPHONE NO: 213.248.4554				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER LA County				NAICS: 541330, 541620; 541990; 541320; 541690; 562910

Subcontractor Company Information	Profile Information	PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: WEFAS Architecture	ETHNICITY: Caucasian	Microbusiness		Construction, Project and Program Management
ADDRESS: 2279 W29th Street	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, CA 90018	EMAIL: contaldo@wefasarchitecture.com			
CONTACT NAME: Julia Contaldo	FEDERAL TAX ID #: 83-2973076			
TELEPHONE NO: 310-882-6810				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____		NAICS: 541310; 541410; 541490; 541611; 541620; 541340; 541430		
NAME: ZT Consulting Group, Inc.	ETHNICITY: Caucasian			Construction Quality Assurance
ADDRESS: 1041 E. Green Street, Suite 204	GENDER: Male			Surveillance and Source Inspection Services
CITY/STATE/ZIP: Pasadena, CA 91106	EMAIL: farzad@ztgrp.com			
CONTACT NAME: Farzad Tasbihgoo	FEDERAL TAX ID #: 46-4365564			
TELEPHONE NO: 626-714-7181				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				NAICS: 541330, 541310, 541350, 541611, 237310, 237990
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				
NAME: A1 Management & Inspection Inc.	ETHNICITY: Asian			Quality Management (QA/QC)
ADDRESS: 9854 National Blvd #365	GENDER: Female			CASp Compliance (ADA Consultation)
CITY/STATE/ZIP: Los Angeles, CA 90034	EMAIL: charris@a1mi.com			Inspection services
CONTACT NAME: Corey Harris	FEDERAL TAX ID #: 81-1832274			Sharepoint Development (Digital Specialist)
TELEPHONE NO: 323-691-9623				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				NAICS: 541350, 541611; 541990; 541380; 541618; 926150
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				
NAME:	ETHNICITY:			
ADDRESS:	GENDER:			
CITY/STATE/ZIP:	EMAIL:			
CONTACT NAME:	FEDERAL TAX ID #:			
TELEPHONE NO:				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				NAICS:
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME:	ETHNICITY:			
ADDRESS:	GENDER:			
CITY/STATE/ZIP:	EMAIL:			
CONTACT NAME:	FEDERAL TAX ID #:			
TELEPHONE NO:				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA				NAICS:
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				

I certify under the penalty of perjury that the information contained on this form is true and correct and that the firms listed are the subcontractors anticipated to be utilized if this project is awarded to the above prime contractor. I agree to comply with any applicable provisions for additions and substitutions, and I further understand and agree that any and all changes or substitutions must be authorized by the LAWA Procurement Services Division prior to their implementation. An amended Subcontractor Participation Plan is required for any substitution or change to Subcontractors listed on the originally submitted Plan.

Participation Level(s) Proposed by Bidder/Proposer:	_____ % <input type="checkbox"/> ACDBE
	_____ % <input type="checkbox"/> DBE
	<u>4</u> % <input type="checkbox"/> DVBE
	17 % <input type="checkbox"/> LBE
	<u>12</u> % <input type="checkbox"/> LSBE
	_____ % <input type="checkbox"/> MBE/WBE
	<u>32</u> % <input type="checkbox"/> SBE

Goal(s) Stated in the Request for Bid/Proposal:	_____ % <input type="checkbox"/> ACDBE
	_____ % <input type="checkbox"/> DBE
	<u>2</u> % <input type="checkbox"/> DVBE
	<u>14</u> % <input type="checkbox"/> LBE
	<u>11</u> % <input type="checkbox"/> LSBE
	_____ % <input type="checkbox"/> MBE/WBE
	<u>30</u> % <input type="checkbox"/> SBE

C. Halvorson

SIGNATURE

January 24, 2024

DATE

Craig Halvorson

PRINT NAME

Executive Vice President

TITLE

714.276.1135

PHONE

3QC, Inc

Information

ID
32981

Registered As
Prime & Sub

Hours of Operation

Email
[marketing@3qcinc.com \(mailto:marketing@3qcinc.com\)](mailto:marketing@3qcinc.com)

Phone
916-496-8400

Fax
8006554148

Admin
Tracy Jenkins [marketing@3qcinc.com \(mailto:marketing@3qcinc.com\)](mailto:marketing@3qcinc.com)

Addresses

Website
[https://www.3qcinc.com \(https://www.3qcinc.com\)](https://www.3qcinc.com)

Business/Billing
950 GLENN DRIVE SUITE 200
FOLSOM, CA 95630
United States
(<https://www.google.com/maps?q=950%20GLENN%20DRIVE%20SUITE%20200%0AFOLSOM%2C%20CA%2095630%0AUnited%20States>)

Summary

NAICS Codes	541490 Other Specialized Design Services 541330 Engineering Services 541350 Building Inspection Services 541310 Architectural Services 561210 Facilities Support Services
Certifications	EBE, SBE (LA), SBE (Proprietary), OBE, VSBE (Harbor)
California Entity Number	
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/portal/s-lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afriLoop=28362735382680796#!)

A SERVICE BROUGHT TO YOU BY

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 41464

Legal Business Name:

3QC, INC.

Doing Business As (DBA) Name 1:

3QC, INC. (FORMERLY WCS/CA, INC.)

Doing Business As (DBA) Name 2:

Address:

950 Glenn Drive

Suite 200

FOLSOM

CA 95630

Email Address:

TJenkins@3QCinc.com

Business Web Page:

<http://www.3QCinc.com>

Business Phone Number:

916/496-8400

Business Fax Number:

800/655-4148

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	01/06/2022	01/31/2024
SB-PW	Approved	01/06/2022	01/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



A1 Management & Inspection, Inc

Information

ID
93943

Registered As
Sub

Hours of Operation

Email
quality@a1mi.com (mailto:quality@a1mi.com)

Phone
310-809-4244

Fax

Admin
Pooya Kadkhoda a1inspectioninc@gmail.com (mailto:a1inspectioninc@gmail.com)

Addresses

Website
http://www.a1mi.com (http://www.a1mi.com)

Business/Billing
8854 National Blvd., #385
WEST LOS ANGELES, CA 90034
United States
(https://www.google.com/maps?q=8854%20National%20Blvd.%2C%20%23385%0AWEST%20LOS%20ANGELES%2C%20CA%2090034%0AUnited%20States)

Summary

NAICS Codes
92615 Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors
541618 Other Management Consulting Services
541380 Testing Laboratories
541611 Administrative Management and General Management Consulting Services
541360 Building Inspection Services
541990 All Other Professional, Scientific, and Technical Services

Certifications
DBE, EBE, WBE, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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CITY OF LOS ANGELES

City of Los Angeles
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(https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq)

Bond Assistance Program

Building Permits
(https://ladbs.org/services/core-services/plan-check-permit)

BUSINESS SERVICES

Business Source Centers
(https://ewddiacity.com/index.php/local-business/businesssource-centers)

Business Tax Resources
(https://finance.lacity.org/)

Minority Business Development Agency
(https://www.mdba.gov/)

Office of Small Business
(https://business.lacity.org/)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/portal/s-lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afrcLoop=28382735382680798#!)

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Business & Contact Information

BUSINESS NAME	A1 MANAGEMENT & INSPECTION, INC.
OWNER	Mrs. Sadaf Kadkhoda
ADDRESS	9854 National Blvd #365 LOS ANGELES, CA 90034 [map]
PHONE	310-270-5245
EMAIL	sadag@A1inspect.net
WEBSITE	http://www.a1mi.com
ETHNICITY	Other Minority
GENDER	Female
COUNTY	Los Angeles (CA)

Certification Information

CERTIFYING AGENCY	City of Los Angeles
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	

Commodity Codes

Code	Description
CA WCC C8700	CONSULTANT, NON-ENGINEERING
CA WCC C8731	BUILDING INSPECTION SERVICES
NAICS 541350	Building inspection services
NAICS 541611	Administrative Management and General Management Consulting Services

Additional Information

WORK DISTRICTS/REGIONS

**Los Angeles, Orange, Riverside, San Bernardino, San Diego, Santa Barbara,
Ventura**

CUCP PUBLIC DIRECTORY
CERTIFICATION NUMBER

46177

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2008064

Legal Business Name:

A1 Management & Inspection, Inc.

Doing Business As (DBA) Name 1:

A1MI

Doing Business As (DBA) Name 2:

A1 Management & Inspection, Inc.

Address:

9854 National Blvd.

#365

CA

Los Angeles

CA 90034-2713

Email Address:

Quality@a1inspect.net

Business Web Page:

www.a1mi.com

Business Phone Number:

310/270-5248

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	02/15/2022	02/29/2024
SB-PW	Approved	09/07/2023	09/30/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Business & Contact Information

BUSINESS NAME	A1 Management & Inspection, Inc.
OWNER	Mrs. Sadaf Kadkhoda
ADDRESS	9854 National Blvd. #365 CA Los Angeles, CA 90034-4244 [map]
PHONE	310-270-5248
EMAIL	Quality@a1inspect.net
WEBSITE	http://www.a1mi.com
ETHNICITY	White
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	7/30/2024
CERTIFIED BUSINESS DESCRIPTION	Project management, quality control, document control , project control, sharepoint

Commodity Codes

Code	Description
SIC 7389	Home and Building Inspection Services
NAICS 541350	Building inspection services
NAICS 561110	Administrative management services
NAICS 561110	Office Administrative Services
SIC 8741	Construction Management Services
SIC 8741	Management Services

SIC 8742

Administrative and General Management Consulting

Additional Information

VON NUMBER

21000571

Airport Design Consultants, Inc.

Information

ID
204614

Registered As
Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:30:00 AM - 5:00:00 PM

Email
sallder@adci-corp.com (mailto:sallder@adci-corp.com)

Phone
410-465-9600

Fax

Admin
Stephanie Allder sallder@adci-corp.com (mailto:sallder@adci-corp.com)

Addresses

Website
<https://www.adci-corp.com> (https://www.adci-corp.com)

Business/Billing
6031 University Blvd, Suite 330
Eillicott City, MD 21043
United States
(<https://www.google.com/maps?q=6031%20University%20Blvd%2C%20Suite%20330%0AEillicott%20City%2C%20MD%2021043%0AUnited%20States>)

Mailing
6031 University Blvd., Suite 330
Eillicott City, MD 21043
United States
(<https://www.google.com/maps?q=6031%20University%20Blvd.%2C%20Suite%20330%0AEillicott%20City%2C%20MD%2021043%0AUnited%20States>)

Summary

NAICS Codes 54133 Engineering Services
54134 Drafting Services

Certifications

California Entity
Number

Non-Profit

Sole Proprietor No

State or
Professional
License Numbers

Annual Revenue
Range ** 5 - 10M

Employees
Range ** 20 - 100

Ethnicity ** Black / African-American

Work History ** ADCI was founded in 2006 to provide planning, design, and construction services to the air transportation industry. Since then, we have grown to over 70 professional staff working on beyond 2,000 tasks at more than 60 airports in the United States. ADCI's services include a full range of airport engineering and consulting services including airfield and landside design, engineering support of planning and environmental studies, on-site construction management and inspection services, and program management for large multi-disciplined airport improvement programs. ADCI's clients include airport sponsors, airlines, and most of the major A/E aviation firms in the country.

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Report

CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

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(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke8b2_4&_afRLoop=2838273538288)

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Disclaimer (<http://disclaimer.lacity.org/disclaimer.htm>) - Privacy (<http://disclaimer.lacity.org/privacy.htm>) - RAMP Support

Abadjis Systems LTD doing business as ASLPM

Information

ID
7040

Registered As
Prime & Sub

Hours of Operation

Email
sales@aslpm.com (mailto:sales@aslpm.com)

Phone
855-378-1843

Fax
6184728187

Admin
Daniel Bendel dbendel@aslpm.com (mailto:dbendel@aslpm.com)

Addresses

Website
http://www.aslpm.com (http://www.aslpm.com)

Business/Billing
4190 Bonita Rd. Suite 201
Bonita, CA 91902
United States
(https://www.google.com/maps?q=4190%20Bonita%20Rd.%20Suite%20201%0ABonita%2C%20CA%2091902%0AUnited%20States)

Summary

NAICS Codes	54161 Management Consulting Services 54199 All Other Professional, Scientific, and Technical Services
Certifications	DBE, SBE (Proprietary), OBE
California Entity Number	
Non-Profit	No
Sole Proprietor	No

State or Professional License Numbers

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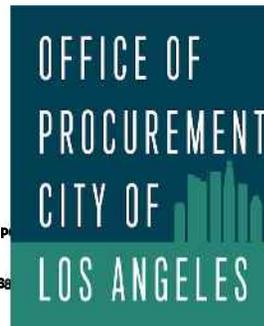
CITY OF LOS ANGELES

- City of Los Angeles (https://www.lacity.org)
- Mayor's Office of Karen Bass (http://www.lamayor.org)
- Open Data (https://data.lacity.org/dataset/RAMP-Open-Bld-Opportunities/hf3r-utnq)
- Bond Assistance Program
- Building Permits (https://ladbs.org/services/core-services/plan-check-permit)

BUSINESS SERVICES

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- Minority Business Development Agency (https://www.mbda.gov/)
- Office of Small Business (https://business.lacity.org/)
- City of Los Angeles Green Business Program (https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhke9b2_4&_afriLoop=283627353828)

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Saad Ilyas
ABADJIS SYSTEMS, LTD. DBA ASLPM
4190 Bonita Road
#201
Bonita, CA 91902

June 9, 2022
File #:45340

Subject: Disadvantaged Business Enterprise (DBE) Certification Approval

Dear Mr. Ilyas:

We are pleased to advise you that after careful review of your application and supporting documentation, the **San Diego Regional Airport Authority (SDCRAA)** has determined that your firm meets eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulations 49 CFR Part 26. This certification is also recognized by all USDOT agencies of California.

Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS Codes form the Application Package:
CA WCC C8700: CONSULTANT, NON-ENGINEERING
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541614: PROCESS, PHYSICAL DISTRIBUTION, AND LOGISTICS CONSULTING SERVICES

Your DBE certification applies only for the above code(s). You may review your firm's information in the California Unified Certification Program's (CUCP) DBE database which can be accessed at the CUCP website at <https://caltrans.dbesystem.com/>. Any additions and revisions must be submitted to Caltrans for review and approval.

In order to assure continuing DBE status, you must submit an Annual Update Declaration form, along with supporting documentation. Based on your annual submission that no change in ownership and control has occurred, or if changes have occurred, they do not affect your firm's DBE standing, the DBE certification of your firm will continue until or unless it is removed by our agency.

Also, should any changes occur that could affect your certification status prior to receipt of the Annual Update Declaration, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify us immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

SDCRAA reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by SDCRAA.

For information on San Diego County Regional Airport Authority contracting opportunities, please visit our website at <https://www.san.org/Business-Opportunities/Contracting-Opportunities>.

Congratulations, and thank you for your interest in the DBE Program. I wish you every business success and look forward to hearing from you if I may be of any assistance to you in this regard.

Sincerely,

Maria Quiroz

Business & Contact Information

BUSINESS NAME **ABADJIS SYSTEMS, LTD., DBA ASLPM**

OWNER **Mr. Saad Ilyas**

ADDRESS **4190 Bonita Road
#201
Bonita, CA 91902 [\[map\]](#)**

PHONE **619-472-8195**

FAX **619-472-8197**

EMAIL **silyas@aslpm.com**

WEBSITE **<http://www.aslpm.com>**

ETHNICITY **Subcontinent Asian American**

GENDER **Male**

COUNTY **San Diego (CA)**

Certification Information

CERTIFYING AGENCY **San Diego County Regional Airport Authority**

CERTIFICATION TYPE **DBE - Disadvantaged Business Enterprise**

CERTIFIED BUSINESS DESCRIPTION

Commodity Codes

Code	Description
CA WCC C8700	CONSULTANT, NON-ENGINEERING
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541614	Process, Physical Distribution, and Logistics Consulting Services

Additional Information

WORK DISTRICTS/REGIONS **All work districts/regions**

Business & Contact Information

BUSINESS NAME	ABADJIS SYSTEMS, LTD.
OWNER	Mr. Saad Ilyas
ADDRESS	4190 Bonita Rd, #201 #720 Bonita, CA 91902 [map]
PHONE	619-472-8195
FAX	619-472-8197
EMAIL	silyas@aslpm.com
WEBSITE	http://www.aslpm.com
ETHNICITY	Asian Pacific American
GENDER	Male

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	12/17/2023
CERTIFIED BUSINESS DESCRIPTION	Abadjis Systems Ltd. (ASLPM) is a Program Management, Project Management & Construction Management consulting firm that provides program, project, construction & design management , program controls, QA/QC and staff augmentation services in the markets of transportation, utilities, infrastructure, healthcare, aviation, education and government municipalities.

Commodity Codes

Code	Description
NAICS 236220	Project management (deactivated in 2007 codeset)
SIC 8741	Construction Management Services
SIC 8742	Management Consulting Services
SIC 8744	Facilities Support Management Services

Additional Information

VON NUMBER **17000745**

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1109286

Legal Business Name:
ABADJIS SYSTEMS, LTD.

Doing Business As (DBA) Name 1:
ASLPM

Doing Business As (DBA) Name 2:

Address:
4190 Bonita Road
Ste 201
Bonita
CA 91902

Email Address:
sales@aslpm.com

Business Web Page:
www.aslpm.com

Business Phone Number:
619/472-8195

Business Fax Number:
619/472-8195

Business Types:
Service

Certification Type	Status	From	To
SB	Approved	08/30/2023	08/31/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!
-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?
Email: OSDSHELP@DGS.CA.GOV
Call OSDS Main Number: 916-375-4940
707 3rd Street, 1-400, West Sacramento, CA 95605



Casamar Group, LLC

Professional Project and Construction Management (PM/CM) services: Stormwater Management (SWPPP) Compliance, Labor Compliance and Community Outreach.

Information

ID
49262

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday

Email
jgarcia@casamargroup.com
(mailto:jgarcia@casamargroup.com)

Phone
6612542373

Fax
6612530549

Admin
Joe Garcia jgarcia@casamargroup.com
(mailto:jgarcia@casamargroup.com)

Addresses

Website
<http://www.casamargroup.com> (<http://www.casamargroup.com>)

Business/Billing
23335 Alamos Lane
Newhall, CA 91321
United States
(<https://www.google.com/maps?q=23335%20Alamos%20Lane%0A%20Newhall,%20CA%2091321%0AUnited%20States>)

Summary

NAICS Codes

- 541613 Marketing Consulting Services
- 541618 Other Management Consulting Services
- 541910 Marketing Research and Public Opinion Polling
- 541611 Administrative Management and General Management Consulting Services
- 541330 Engineering Services
- 541690 Other Scientific and Technical Consulting Services
- 541620 Environmental Consulting Services

Certifications

DBE, DVBE, EBE, LBE (LA), MBE, SLB, SBE (LA), SBE (Proprietary), VSBE (Harbor)

California Entity Number

Non-Profit

No

Sole Proprietor

Yes

State or Professional License Numbers

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Report

CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
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(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/p_lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLloop=2836273538268)

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 Reply  Reply All  Forward



Mon 8/22/2022 3:19 PM

Esther Park <esther.park@lacity.org>

Re: FW: Additional Requested Documents - LBPP Certification Request for RAMP ID: 49262 - Casamar Group, LLC

To p vaccaro

Cc j garcia; l jfowler

 Follow up. Start by Monday, August 22, 2022. Due by Monday, August 22, 2022.

APPROVAL

Hello Mr. Garcia and Pamela,

Our office has now completed our review of the LBPP certification request under RAMP ID: **49262 for Casamar Group, LLC**. Based on the information submitted at this time, your firm has been approved* for the following certifications:

- Local Business Enterprise (LBE) – 5 year certification (Expiration Date: 8/22/2027)
- Local, Small Business (LSB) – 30-month certification (Expiration Date: 2/22/2025)

Your certifications are effective as of **8/22/2022** and will appear in your RAMP profile.

Your firm will automatically be included in our SLB Directory <https://bca.lacity.org/CertificationListings/SLBDirectory.php> with the approved SLB address starting tomorrow after the system refreshes. You will also receive recognition as SLB, EBE, SBE, SBE-Proprietary and VSBE on your certification page.

CALIFORNIA UNIFIED CERTIFICATION PROGRAM DISADVANTAGED BUSINESS ENTERPRISE CERTIFICATE

CASAMAR GROUP, LLC

23445 GLENRIDGE DRIVE
NEWHALL, CA 91321

Owner: JOSEPH J. GARCIA

Business Structure: LIMITED LIABILITY COMPANY

This certificate acknowledges that said firm is approved by the California Unified Certification Program (CUCP) as a Disadvantaged Business Enterprise (DBE) as defined by the U.S. Department of Transportation (DOT) CFR 49 Part 26, as may be amended, for the following NAICS codes:

NAICS Code(s) * Indicates primary NAICS code

* 541330 Engineering Services	541613 Marketing Consulting Services
541910 Marketing Research and Public Opinion Polling	541611 Administrative Management and General Management Consulting Ser
541620 Environmental Consulting Services	541618 Other Management Consulting Services
541690 Other Scientific and Technical Consulting Services	

Work Category Code(s)

C8700 CONSULTANT	C8701 BUSINESS ADMINISTRATION
C8710 ENGINEERING	

Licenses

EC Civil Engineer

CERTIFYING AGENCY:

DEPARTMENT OF TRANSPORTATION
1823 14TH STREET, MS 79
SACRAMENTO, CA 95811 0000
(916) 324-1700

UCP Firm Number : 38725


CUCP OFFICER

May 28, 2010

It is CUCP's policy and objective to promote and maintain a level playing field for DBEs in California on Federal-aid contracts. We ensure nondiscrimination in the award and administration of U.S. DOT assisted contracts based on the requirements of 49 CFR Parts 21 and 26.

[Skip to Main Content](#)[Back To Query Form \(licenseForm.htm\)](#)

Search Returned 1 Records

Mon Apr 03 15:29:01 PDT 2023

Query Criteria**Certification Types:** DBE**Firm ID:** 38725

Firm ID	38725
DBA Name	CASAMAR GROUP, LLC
Firm Name	
Address Line1	23335 ALAMOS LANE
Address Line2	
City	NEWHALL
State	CA
Zip Code1	91321
Zip Code2	
Mailing Address Line1	23335 ALAMOS LANE
Mailing Address Line2	
Mailing City	NEWHALL
Mailing State	CA
Mailing Zip Code1	91321
Mailing Zip Code2	
Certification Type	DBE
Email	jgarcia@casamargroup.com
Contact Name	JOSEPH JOHN GARCIA
Area Code	661
Phone Number	254-2373
Extension	
Alt Area Code	
Alt Phone Number	
Extension	
Fax Area Code	661
Fax Phone Number	253-0549
Agency Name	DEPARTMENT OF TRANSPORTATION
Counties	13; 15; 19; 30; 36; 37; 40; 42; 56;
Districts	05; 06; 07; 08; 11; 12;
DBE NAICS	541330; 541611; 541613; 541618; 541620; 541690; 541910;
ACDBE NAICS	
Work Codes	C8701 BUSINESS ADMINISTRATION; C8710 ENGINEERING; C8715 CONSULTANT, ENGINEERIN

Printed on: 7/15/2022 1:52:18 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 62138

Legal Business Name:
CASAMAR GROUP LLC

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:
23335 Alamos Lane
NEWHALL
CA 91321

Email Address:
jgarcia@casamargroup.com

Business Web Page:
www.casamargroup.com

Business Phone Number:
661/254-2373

Business Fax Number:
661/253-0549

Business Types:
Service

Certification Type	Status	From	To
DVBE	Approved	04/26/2022	04/30/2024
SB(Micro)	Approved	04/26/2022	04/30/2024
SB-PW	Approved	04/26/2022	04/30/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors

July 18, 2022

Hilda L. Solis
First District

Joe Garcia, President
CASAMAR GROUP, LLC

Vendor #: 156418

Certification

Record #: 092687

Holly J. Mitchell
Second District

23335 ALAMOS LN
NEWHALL, CA 91321-3561

Sheila Kuehl
Third District

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Janice Hahn
Fourth District

Dear Joe Garcia,

Kathryn Barger
Fifth District

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **April 30, 2024**.

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



February 28, 2022

RE: Notice of Verification & Certification

Joseph Garcia
Casamar Group, LLC
23335 ALAMOS LANE
NEWHALL, CA 91321

Supplier Clearinghouse Verification Order Number: 12120090

Congratulations, the Supplier Clearinghouse is pleased to inform you that in accordance with General Order 156, your business enterprise has successfully completed the verification process, and your company has received the following certification: **Minority Business Enterprise (MBE)**.

Your company will now be recognized by the Joint Utilities as a Minority Business Enterprise (MBE) when competing for procurements by public utilities participating in the Utility Supplier Diversity Program.

Your certification is valid for three years and you are required to re-verify your company's certified status at least 30 days prior to February 28, 2025. Please notify our office of any change in your address or contact information so that we can maintain your most current contact information. You must notify our office of any change in ownership and/or control of your company within 30 days of the change. Failure to provide that notification is in violation of section 8285 of the Public Utilities Code and could render your certification status invalid.

The Supplier Clearinghouse may request additional information or conduct an on-site visit at any time during the term of your verified certification status. The Supplier Clearinghouse may reconsider your certification status and possibly rule invalid your verified status if it is determined that the status was knowingly obtained by false, misleading and/or incorrect information. Also note that if in a formal opinion, the California Public Utilities Commission determines that the WMBE verification criteria under which you were deemed eligible is no longer valid, then your status may change or you may be required to comply with the change to maintain eligibility.

Thank you for participating in the Utility Supplier Diversity program. We wish you much success in your business endeavors. Feel free to contact our office if you have questions, or visit our website at www.thesupplierclearinghouse.com.

The Supplier Clearinghouse

3525 Hyland Ave., Suite 135

Costa Mesa, CA 92626

Phone (800) 359-7998

Fax (888) 549-3803

info@thesupplierclearinghouse.com

www.thesupplierclearinghouse.com

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATION EXPIRATION DATE: **February 28, 2025**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***Casamar Group, LLC
Minority Business Enterprise (MBE)***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on- site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at (800) 359-7998.

VON: 12120090

DETERMINATION DATE: February 28, 2022



Metro

June 16, 2022

Metro File #5369

Mr. Joseph Garcia
Casamar Group, LLC
23335 ALAMOS LANE
NEWHALL, CA 91321

Subject: Small Business Enterprise Certification

Dear Mr. Joseph Garcia:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541330: ENGINEERING SERVICES
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541613: MARKETING CONSULTING SERVICES
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES
NAICS 541690: OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES
NAICS 541910: MARKETING RESEARCH AND PUBLIC OPINION POLLING

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,



Certified Small Business Enterprise

Vendor Account Number: 162347

Joe Garcia
 Casamar Group, LLC
 23335 Alamos Lane
 Newhall, CA 91321

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition with the Coalition of Southern California Public Agencies. Per our evaluation of the information you provided in your application and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved. This certification is recognized by the following organizations:

Metropolitan Water District of Southern California
Port of Long Beach
San Diego County Water Authority
Los Angeles Unified School District
Los Angeles Community College District

Metropolitan is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized:

541330 - Engineering Services

SBE Certificate Effective Date: 04/21/22

SBE Certificate Expiration Date: 04/21/25

Work Performed by your firm that falls within the above-mentioned NAICS code(s) will be counted as SBE participation for work performed on contracts procured by the above agencies.

The agencies reserve the right to withdraw this certification if at any time it is determined that certification was knowingly obtained by false, misleading or incorrect information and reserve the right to audit all statements. If any firm attempts to falsify or misrepresent information to obtain certification, the firm may be disqualified from participation in any contracts for a period of up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, firms must update their existing SBE Vendor Application on or before the expiration date mentioned above. All information is subject to verification.

If there are any changes in your status that may impact your certification, you are required to update your account information online. A copy of your information can be viewed by logging into your Vendor Profile, and visiting the Small Business Certification tab.

Sincerely,
 John J. Arena
 Metropolitan Water District of Southern California
 Business Outreach Program Manager

700 N. Alameda Street, Los Angeles, California 90012 Mailing Address: Box 54153, Los Angeles, CA 90054-0153
 Telephone (213) 217-7444



Chrysalis Consulting, LLC

Chrysalis Consulting, LLC dba Chrysalis Global Aviation provides operational readiness, activation and transition (ORAT), project management, tenant coordination, logistics, communications, and related services.

Information

ID
32862

Registered As
Prime & Sub

Hours of Operation

Email
suzanne.phelps@chrysalisglobal.com (mailto:suzanne.phelps@chrysalisglobal.com)

Phone
317-844-1400

Fax
317-844-1407

Admin
Suzanne Phelps suzanne.phelps@chrysalisglobal.com (mailto:suzanne.phelps@chrysalisglobal.com)

Addresses

Website
http://www.chrysalisglobal.com (http://www.chrysalisglobal.com)

Business/Billing
10895 Holiday Farms Blvd
Zionsville, IN 46077
United States
(https://www.google.com/maps?q=10895%20Holiday%20Farms%20Blvd%0AZionsville%2C%20IN%2046077%0AUnited%20States)

Summary

NAICS Codes
54151 Computer Systems Design and Related Services
54181 Management Consulting Services
54189 Other Scientific and Technical Consulting Services

Certifications
OBE

California Entity Number

Non-Profit
No

Sole Proprietor
No

State or Professional License Numbers

** The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.



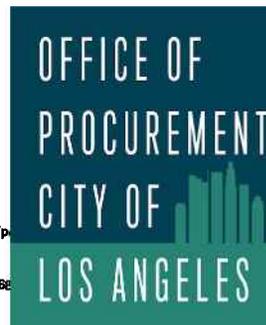
CITY OF LOS ANGELES

City of Los Angeles
(https://www.lacity.org)
Mayor's Office of Karen Bass
(http://www.lamayor.org)
Open Data
(https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq)
Bond Assistance Program
Building Permits
(https://ladbs.org/services/core-services/plan-check-permit)

BUSINESS SERVICES

Business Source Centers
(https://ewddlacity.com/index.php/local-business/businesssource-centers)
Business Tax Resources
(https://finance.lacity.org/)
Minority Business Development Agency
(https://www.mdba.gov/)
Office of Small Business
(https://business.lacity.org/)
City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=283627353826)

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Construction Management Solutions

Information

ID
25969

Registered As
Prime & Sub

Hours of Operation

Email
robyn@thecmsolution.com
(mailto:robyn@thecmsolution.com)

Phone
6266392813

Fax
6263014425

Admin
Robyn Coates robyn@thecmsolution.com
(mailto:robyn@thecmsolution.com)

Addresses

Website
<http://www.thecmsolution.com> (<http://www.thecmsolution.com>)

Business/Billing
114 W Colorado Blvd
Monrovia, CA 91016
USA
(<https://www.google.com/maps?q=114%20W%20Colorado%20Blvd%0AMonrovia%2C%20CA%2091016%0AUSA>)

Summary

NAICS Codes

- 54161 Management Consulting Services
- 56111 Office Administrative Services
- 541618 Other Management Consulting Services
- 561990 All Other Support Services
- 541611 Administrative Management and General Management Consulting Services
- 541330 Engineering Services

Certifications DBE, LBE (LA), WBE, SBE (Proprietary)

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

** The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.

Report 

CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

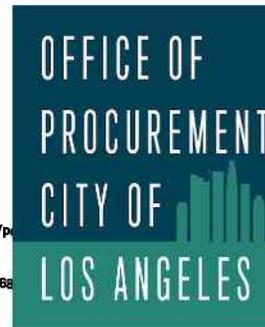
Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbdag.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhka9b2_4&.afL.oop=283827353828)

A SERVICE BROUGHT TO YOU BY



Printed on: 8/10/2022 5:05:47 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 49378

Legal Business Name:
QUEST PROJECT CONTROLS, INC

Doing Business As (DBA) Name 1:
CM Solutions

Doing Business As (DBA) Name 2:
Construction Management Solutions

Address:
114 W Colorado Blvd
Monrovia
CA 91016

Email Address:
robyn@thecmsolution.com

Business Web Page:
www.thecmsolution.com

Business Phone Number:
626/639-2813

Business Fax Number:
626/301-4425

Business Types:
Service

Certification Type	Status	From	To
SB	Approved	08/10/2022	08/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!
-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?
Email: OSDSHELP@DGS.CA.GOV
Call OSDS Main Number: 916-375-4940
707 3rd Street, 1-400, West Sacramento, CA 95605

CALIFORNIA UNIFIED CERTIFICATION PROGRAM DISADVANTAGED BUSINESS ENTERPRISE CERTIFICATE

CONSTRUCTION MANAGEMENT SOLUTIONS

543 AUBURN AVENUE,
SIERRA MADRE, CA 91024

Owner: ROBYN COATES
Business Structure: CORPORATION

This certificate acknowledges that said firm is approved by the California Unified Certification Program (CUCP) as a Disadvantaged Business Enterprise (DBE) as defined by the U.S. Department of Transportation (DOT) CFR 49 Part 26, as may be amended, for the following NAICS codes:

NAICS Code(s) * Indicates primary NAICS code

* 541611 Administrative Management and General Management Consulting Ser

Work Category Code(s)

C8770 CONSTRUCTION MANAGEMENT

Licenses

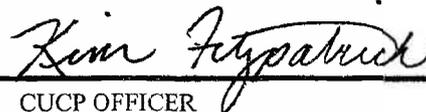
EC Civil Engineer

CERTIFYING AGENCY:

CITY OF LOS ANGELES
1149 SOUTH BROADWAY STREET
LOS ANGELES, CA 90015 0000

(213) 847-1922

UCP Firm Number : 37853


CUCP OFFICER

June 8, 2009

Margrit Lehmann

From: Andrea Lao <andrea.lao@lacity.org>
Sent: Thursday, July 8, 2021 11:51 AM
To: Robyn Coates; Margrit Lehmann
Subject: Local Business Enterprise Certification Request for BAVN ID: 25969-Construction Management Solutions

APPROVAL

Hello,

Our office has now completed our review of the LBE certification request under BAVN ID: 25969 for Construction Management Solutions.

Based on the information submitted at this time, your LBE certification has been approved* effective 07/08/2021 in LABAVN.

*To remain certified and be given the preference, firms must continue to meet the City's Local Business Preference Ordinance #181910 certification criteria and complete an Affidavit of Eligibility every five (5) years. We continue to reserve the right to re-evaluate your certification eligibility anytime it is deemed necessary.

Upon receipt of information believed by the Awarding Authority to be reliable and which indicates that the Local Business no longer qualifies as a Local Business for more than 60 days during the entire time of the Contract, the Awarding Authority shall withhold or recover funds from the Contractor in an amount that represents the value of 8% of the executed contract.

(Local Business Preference Program - "Supplier and/or Regular Dealer" Definition

The Local Business Preference Program is applicable to all competitive bids involving expenditures in excess of \$150,000.

This note is to inform all bidders that the City of Los Angeles, Department of Public Works, Bureau of Contract Administration as the Designated Administrative Agency (DAA) for the Local Business Preference program has issued the following definition update in relation to the application of preference credits to material and/or equipment suppliers:

"Preferences will be awarded for equipment, goods or materials contracts only if the Local Business or the Local Subcontractor:

(a) Designs, manufactures, or assembles the equipment, goods, or materials where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles; or (b) Acts as a Supplier and/or Regular Dealer where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles. A Supplier and/or Regular Dealer means a business that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. Additionally, the firm shall be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. Packers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not Suppliers and/or Regular Dealers. A person may be a Supplier and/or a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as previously described if the person both owns and operates distribution equipment for the products. Any supplementing of a Supplier's and/or Regular Dealers'

own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis.")

Andrea Lao

andrea.lao@lacity.org

(213)847-2601

Certification Section

Office of Contract Compliance (OCC)

Bureau of Contract Administration (BCA)

Total Control Panel

[Login](#)

To: margritlehmann@thecmsolution.com [Remove](#) this sender from my allow list

From: andrea.lao@lacity.org

You received this message because the sender is on your allow list.



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors

September 16, 2022

Hilda L. Solis
First District

ROBYN COATES
QUEST PROJECT CONTROLS INC

Vendor #: 171211

Holly J. Mitchell
Second District

CONSTRUCTION MANAGEMENT SOLUTIONS 114 W COLORADO BLVD
MONROVIA, CA 91016

Certification

Record #: 092975

Sheila Kuehl
Third District

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Janice Hahn
Fourth District

Dear ROBYN COATES,

Kathryn Barger
Fifth District

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **August 31, 2024**.

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

WBENC

WOMEN'S BUSINESS ENTERPRISE
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

Quest Project Controls, Inc DBA CM Solutions

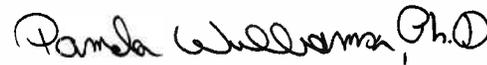
who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

Certification Granted: August 31, 2016

Expiration Date: August 31, 2023

WBENC National Certification Number: 2005129376

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council - West, a WBENC Regional Partner Organization.



Authorized by Pamela Williamson, President &
CEO Women's Business Enterprise Council -
West

WBENC WEST
WOMEN'S BUSINESS ENTERPRISE COUNCIL
JOIN FORCES. SUCCEED TOGETHER.

NAICS: 541611, 236210, 236220, 237110, 237120, 541330, 541618, 561110, 561990
UNSPSC: 80101600, 81101513

 Center for Women & Enterprise

Great Lakes
Women's
Business
COUNCIL

 GREATER
WOMEN'S
BUSINESS
COUNCIL

 WOMEN'S
BUSINESS
COUNCIL
SOUTHWEST

 WBENC METRO NY
WOMEN'S BUSINESS ENTERPRISE CENTER

 WBENC GREATER DMV
WOMEN'S BUSINESS ENTERPRISE CENTER

 WBEA

 WBENC EAST
WOMEN'S BUSINESS ENTERPRISE CENTER

 WBENC ORV
WOMEN'S BUSINESS ENTERPRISE COUNCIL
OHIO RIVER VALLEY

 WBENC PACIFIC
WOMEN'S BUSINESS ENTERPRISE COUNCIL

 WOMEN'S
BUSINESS
DEVELOPMENT
CENTER

 WBENC SOUTH
WOMEN'S BUSINESS ENTERPRISE COUNCIL

 WBENC FLORIDA
WOMEN'S BUSINESS ENTERPRISE COUNCIL

Business & Contact Information

BUSINESS NAME	Quest Project Controls, Inc, DBA CM Solutions
OWNER	Robyn Coates
ADDRESS	114 W Colorado Blvd Monrovia, CA 91016 [map]
PHONE	626-639-2813
FAX	626-301-4425
EMAIL	robyn@thecmsolution.com
WEBSITE	http://www.thecmsolution.com
ETHNICITY	White
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	7/5/2025
CERTIFIED BUSINESS DESCRIPTION	Project controls services, CPM scheduling, estimating, cost engineering, construction claims, project management, contract management, document control, and executive reporting services

Commodity Codes

Code	Description
SIC 8741	Construction Management Services
NAICS 236210	Industrial Building Construction
NAICS 236220	Commercial and Institutional Building Construction
NAICS 237110	Water and Sewer Line and Related Structures Construction
NAICS 237120	Oil and Gas Pipeline and Related Structures Construction
NAICS 237130	Power and Communication Line and Related Structures Construction
NAICS 237310	Highway, Street, and Bridge Construction
NAICS 237990	Other Heavy and Civil Engineering Construction
NAICS 541330	Engineering services
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services
NAICS 561110	Administrative management services
NAICS 561110	Management services (except complete operation of client's business)
NAICS 561990	All Other Support Services
SIC 8741	Management Services
SIC 8742	Management Consulting Services

Additional Information

VON NUMBER

10090029



Conway Geomatics

We offer land surveying and GIS services.

Information

ID
105734

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 7:00:00 AM - 5:00:00 PM

Email
sconaway@conawaygeo.com (mailto:sconaway@conawaygeo.com)

Phone
191-624-0712

Fax

Admin
Shannon Conway sconaway@conawaygeo.com (mailto:sconaway@conawaygeo.com)

Addresses

Website
<https://www.conawaygeo.com> (https://www.conawaygeo.com)

Business/Billing
101 S Kraemer Blvd
Placentia, CA 92870
United States
(<https://www.google.com/maps?q=101%20S%20Kraemer%20Blvd%0APlacentia%2C%20CA%2092870%0AUnited%20States>)

Summary

NAICS Codes 54137 Surveying and Mapping (except Geophysical) Services

Certifications DVBE, EBE, SBE (LA), SBE (Proprietary), OBE, VSBE (Harbor)

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

**The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.



CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhke9b2_4&_afriL.oop=2836273539286)

A SERVICE BROUGHT TO YOU BY



To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2014445

Legal Business Name:

Conaway Geomatics

Doing Business As (DBA) Name 1:

Conaway Geomatics, Inc.

Doing Business As (DBA) Name 2:

Address:

101 S. Kraemer Blvd., STE 250

Placencia

CA 92870

Email Address:

sconaway@conawaygeo.com

Business Web Page:

www.conawaygeo.com

Business Phone Number:

916/240-7124

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
DVBE	Approved	04/20/2022	04/30/2024
SB(Micro)	Approved	04/20/2022	04/30/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



Metro

November 12, 2019

Metro File #8439

Mr. Shannon Conaway
Conaway Geomatics
224 Garfield Ave
Placentia, CA 92870

Subject: Small Business Enterprise Certification

Dear Mr. Shannon Conaway:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541370: SURVEYING AND MAPPING (EXCEPT GEOPHYSICAL) SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department



Converse Consultants

Information

ID
4650

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:00:00 AM - 5:30:00 PM

Email
socialmarketing@converseconsultants.com (mailto:socialmarketing@converseconsultants.com)

Phone
6269301200

Fax
6269301212

Admin
Eileen Donovan edonovan@converseconsultants.com (mailto:edonovan@converseconsultants.com)

Addresses

Website
<http://www.converseconsultants.com/> (<http://www.converseconsultants.com/>)

Business/Billing
717 South Myrtle Avenue
Monrovia, CA 91016
United States
(<https://www.google.com/maps?q=717%20South%20Myrtle%20Avenue%0AMonrovia%2C%20CA%2091016%0AUnited%20States>)

Summary

NAICS Codes	54133 Engineering Services 54136 Geophysical Surveying and Mapping Services 54199 All Other Professional, Scientific, and Technical Services 54162 Environmental Consulting Services 541380 Testing Laboratories 541330 Engineering Services 541990 All Other Professional, Scientific, and Technical Services 541690 Other Scientific and Technical Consulting Services 541620 Environmental Consulting Services 562910 Remediation Services
--------------------	--

Certifications	MBE, LBE (Harbor), SBE (Proprietary)
-----------------------	--------------------------------------

California Entity Number	C-1291567
---------------------------------	-----------

Non-Profit	No
-------------------	----

Sole Proprietor	No
------------------------	----

State or Professional License Numbers

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(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core->

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program

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Business & Contact Information

BUSINESS NAME	The Converse Professional Group, DBA Converse Consultants
OWNER	Hashmi Quazi
ADDRESS	717 S. Myrtle Ave Monrovia, CA 91016 [map]
PHONE	626-930-1200
FAX	626-930-1212
EMAIL	edonovan@converseconsultants.com
WEBSITE	http://converseconsultants.com
ETHNICITY	Asian Pacific American
GENDER	Male

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	2/1/2024
CERTIFIED BUSINESS DESCRIPTION	Consulting geotechnical, environmental engineering services, materials testing and inspection, and water resource services.

Commodity Codes

Code	Description
NAICS 541330	Construction engineering services
NAICS 541330	Engineering consulting services
NAICS 541330	Engineering services
NAICS 541330	Environmental engineering services
NAICS 541330	Geological engineering services
NAICS 541330	Geophysical engineering services

NAICS 541380	Geotechnical testing laboratories or services
NAICS 541620	Environmental consulting services
NAICS 541620	Environmental reclamation planning services
NAICS 541620	Site remediation consulting services
NAICS 541690	Other Scientific and Technical Consulting Services
NAICS 562910	Asbestos abatement services
NAICS 562910	Environmental remediation services
NAICS 562910	Lead paint abatement services
NAICS 562910	Mold remediation services
NAICS 562910	Remediation and cleanup of contaminated buildings, mine sites, soil, or ground water
NAICS 562910	Remediation Services
NAICS 562910	Remediation services, environmental
NAICS 562910	Site remediation services
NAICS 562910	Soil remediation services
NAICS 562910	Toxic material abatement services
SIC 8711	Engineering Services
SIC 8734	Testing Laboratories
SIC 8741	Construction Management Services
SIC 8999	Environmental Consultants

Additional Information

VON NUMBER

13080098

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2006482

Legal Business Name:

The Converse Professional Group

Doing Business As (DBA) Name 1:

Converse Consultants

Doing Business As (DBA) Name 2:

Address:

717 S. Myrtle Ave

Monrovia

CA 91016

Email Address:

rolivas@converseconsultants.com

Business Web Page:

www.converseconsultants.com

Business Phone Number:

626/930-1200

Business Fax Number:

626/930-1212

Business Types:

Service

Certification Type	Status	From	To
SB	Approved	08/17/2022	08/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Cordoba Corporation

Information

ID
6222

Registered As
Prime & Sub

Hours of Operation

Email
corporatebd@cordobacorp.com (mailto:corporatebd@cordobacorp.com)

Phone
213-895-0224

Fax
2138956677

Admin
Randall Martinez corporatebd@cordobacorp.com (mailto:corporatebd@cordobacorp.com)

Addresses

Website
<http://www.cordobacorp.com> (<http://www.cordobacorp.com>)

Business/Billing
1401 N Broadway
Los Angeles, CA 90012
United States
(<https://www.google.com/maps?q=1401%20%20N%20Broadway%0ALos%20Angeles%2C%20CA%2090012%0AUnited%20States>)

Summary

NAICS Codes

- 54133 Engineering Services
- 54161 Management Consulting Services
- 54169 Other Scientific and Technical Consulting Services
- 22112 Electric Power Transmission, Control, and Distribution
- 541618 Other Management Consulting Services
- 221210 Natural Gas Distribution
- 221122 Electric Power Distribution
- 541611 Administrative Management and General Management Consulting Services
- 541350 Building Inspection Services

Certifications LBE (LA), MBE

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

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(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

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(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(<https://www.lacitysan.org/san/faces/home/portal/s->)

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lsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?
_adf.ctrl-
state=dwqhke9b2_4&_afLoop=2836273538268



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Business & Contact Information

BUSINESS NAME	Cordoba Corporation
OWNER	George L. Pla
ADDRESS	1401 North Broadway Los Angeles, CA 90012 [map]
PHONE	213-895-0224
FAX	213-895-6677
EMAIL	Rmartinez@cordobacorp.com
WEBSITE	http://www.cordobacorp.com
ETHNICITY	Hispanic American
GENDER	Male

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	4/17/2024
CERTIFIED BUSINESS DESCRIPTION	CORDOBA CORPORATION is a civil engineering, construction management, program management, and planning firm specializing in education, transportation, energy and water. Cordoba is headquartered in Los Angeles, California, with additional offices in Sacramento, San Francisco, Santa Ana, and San Diego. Cordoba Corporation combines the technical expertise of our engineers, architects, and construction managers with an understanding of public policy and infrastructure development. Cordoba has successfully completed hundreds of projects throughout its nearly 30 year history, and is proud that it has become one of the leading civil engineering and construction management firms in the nation.

Commodity Codes

Code	Description
NAICS 236210	Construction management, industrial building (except warehouses)
NAICS 236220	Administration building construction

NAICS 236220	Construction management, commercial and institutional building
NAICS 236220	Educational building construction
NAICS 237110	Construction management, water and sewage treatment plant
NAICS 237110	Construction management, water and sewer line
NAICS 237120	Construction management, oil and gas pipeline
NAICS 237990	Other Heavy and Civil Engineering Construction
NAICS 541330	Civil engineering services
NAICS 541330	Construction engineering services
NAICS 541330	Electrical engineering services
NAICS 541330	Engineering consulting services
NAICS 541330	Engineering design services
NAICS 541330	Engineering services
NAICS 541330	Mechanical engineering services
NAICS 541512	CAE (computer-aided engineering) systems integration design services
NAICS 561110	Management services (except complete operation of client's business)
SIC 1531	Commercial and Institutional Buildings
SIC 1611	Highway and Street Construction, Except Elevated Highways
SIC 1622	Bridge, Tunnel, and Elevated Highway Construction
SIC 1623	Water, Sewer and Pipelines
SIC 1629	Heavy Construction, NEC
SIC 1629	Industrial Nonbuilding Structures Construction
SIC 1629	Nonbuilding Structures Except Industrial Construction
SIC 4922	Natural Gas Transmission
SIC 4931	Natural Gas When Combined with Electric Services
SIC 4939	Natural Gas Distribution when Combined with Other Services
SIC 7373	Computer Integrated Systems Design
SIC 7374	Computer Processing and Data Preparation and Processing Services
SIC 8711	Engineering Services
SIC 8733	Physical, Engineering, and Life Services
SIC 8741	Construction Management Services
SIC 8741	Management Services
SIC 8742	Administrative and General Management Consulting
SIC 8742	Management Consulting Services
SIC 8748	All Other Business Consulting Services
SIC 8748	Traffic Engineering Consulting

SIC 8748	Urban Planners and Industrial Development Organizations
SIC 8999	Services, NEC
SIC 9532	Administration of Urban Planning and Community and Rural Development
SIC 9651	Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors

Additional Information

VON NUMBER

9FN00002



Company Details

User Management

Compliance Documents

Edit

Certification

NAICS Codes and Licenses

Bookmarks

BIP Management

Related Opportunities

RAMP Support



Cornerstone Transportation

Cornerstone Transportation Consulting specializes in engineering project and construction management consulting services on public transportation projects.

Information

ID

85909

Hours of Operation

Email

jwang@cornerstoneconcilium.com

(mailto:jwang@cornerstoneconcilium.com)

Phone

415-705-7800 (tel:415-705-7800)

Address

Website

cornerstoneconcilium.com

(http://cornerstoneconcilium.com)

Business/Billing

241 FIFTH STREET

SAN FRANCISCO, CA 94103

Registered as a

Prime & Sub

Non-Profit

No

Sole Proprietor

No

Business Structure

S-Corporation

Certification

DBE MBE

BTRC Number

City of LA Business Tax Registration Certificate Number

Tax ID

94-3315290

California Entity Number

License Numbers

Owner's Ethnicity **

Black / African-American

Gender of Majority Owner **

Male

Other Identifying Info **

Annual Revenue **

\$9,000,000.00

Annual Revenue Range **

5 - 10M

Number of Employees **

60

Number of Employees Range **

20 - 100

Industry Worked In

Architectural, Engineering, and Related Services

Business History

Work History **

Previous Contracts **

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Bond Assistance Program

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(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

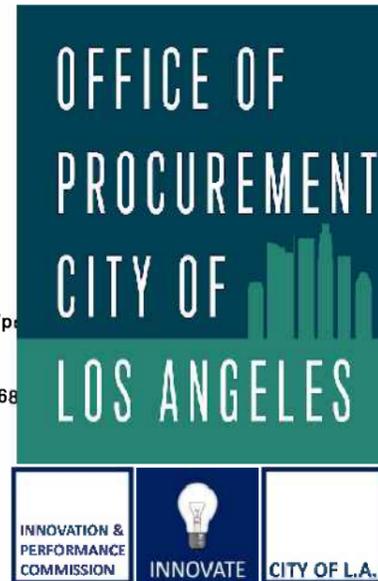
Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/p_lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=2836273538268)

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Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

May 5, 2020 *REISSUED 10/8/2021 NAICS ADDED: 541511, 541512, 541519*

Metro File # 6482

Mr. Wayne Perry
Cornerstone Transportation Consulting, Inc.
241 5th St
San Francisco, CA 94103-4806

Re: Small Business Enterprise Certification

Dear Mr. Perry:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS	Description
236220	Construction Management, Commercial and Institutional Building
237310	Construction Management, Highway, Road, Street, and Bridge
237990	Construction Management, Mass Transit
541340	Drafting Services
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541519	Other Computer Related Services
541611	Administrative Management and General Management Consulting Services
611430	Professional and Management Development Training

Your SBE certification is good for five years from the date of this letter and applies only for the above NAICS codes. Any additions and revisions must be submitted to Metro for review and approval

In order to ensure your continued SBE status, you are required to submit an annual No Change Declaration Form (which will be sent to you) along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the renewal application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at [213-922-2600](tel:213-922-2600) **Option 1**. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz
Manager, Certification & Economic Development
Diversity & Economic Opportunity Department

Certification: View[Certification List](#)[Submit Change Request](#)[Add Date Alert](#)**Vendor Information**

BUSINESS NAME	Cornerstone Transportation Consulting, Inc.
SYSTEM VENDOR NUMBER	20070887
PRIMARY OWNER'S NAME	Mr. Wayne Perry
ETHNIC GROUP	Black American
GENDER	Male

Certification Information

CERTIFYING AGENCY	San Francisco Bay Area Rapid Transit District
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
EFFECTIVE DATE	9/23/2009
RENEWAL DATE	9/1/2023

Contact Information

MAIN COMPANY EMAIL	mbanas@cornerstoneconcilium.com
MAIN PHONE	415-705-7800
MAIN FAX	415-705-7801
MAIN COMPANY WEBSITE	http://www.cornerstoneconcilium.com/transportation.html

Addresses

PHYSICAL ADDRESS	241 5th St San Francisco, CA 94103-4806 [map]
MAILING ADDRESS	241 5th St San Francisco, CA 94103-4806 [map]

Business Capabilities

BUSINESS CERTIFIED FOR	All Other Specialty Trade Contractors Computer-aided design drafting (CADD) services Other Specialized Design Services Other Management Consulting Services	
FULL DESCRIPTION OF CAPABILITIES/PRODUCTS		
COMMODITY CODES	NAICS 236220	Addition, alteration and renovation, for-sale builders, industrial warehouse (More)
	NAICS 238990	All Other Specialty Trade Contractors (More)
	NAICS 541611	Administrative Management and General Management Consulting Services (More)
	NAICS 541618	Other Management Consulting Services (More)

Owner Ethnicity and Gender	
ETHNIC GROUP	Black American
GENDER	Male

Location and Work Districts/Regions	
COUNTY	San Francisco (CA)
STATEWIDE WORK AREA	N/A
WORK DISTRICTS/REGIONS	

Additional Information	
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	14936

Certification List

CTI Environmental Inc.

Information

ID
35958

Registered As
Prime & Sub

Hours of Operation

Email

Phone
5626088401

Fax
5623949501

Admin
Robin Thorne marketing@ctienviro.com (<mailto:marketing@ctienviro.com>)

Addresses

Website
<http://www.ctienviro.com> (<http://www.ctienviro.com>)

Business/Billing
711 E. Wardlow Rd, Suite 203
Long Beach, CA 90807
USA
(<https://www.google.com/maps?q=711%20E.%20Wardlow%20Rd%2C%20Suite%20203%0ALong%20Beach%2C%20CA%2090807%0AUSA>)

Summary

NAICS Codes

92615 Regulation, Licensing, and Inspection of Miscellaneous Commercial Sectors
54169 Other Scientific and Technical Consulting Services
54162 Environmental Consulting Services
23891 Site Preparation Contractors
23899 All Other Specialty Trade Contractors
56291 Remediation Services
56299 All Other Waste Management Services
238990 All Other Specialty Trade Contractors
238910 Site Preparation Contractors
541330 Engineering Services
541620 Environmental Consulting Services

Certifications

DBE, MBE, WBE

California Entity Number

Non-Profit

No

Sole Proprietor

No

State or Professional License Numbers

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[Report !\[\]\(44dbaef052c5fdb5e38feb5acdb3a51a_img.jpg\)](#)

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(<http://www.lamayor.org>)

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(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core->

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

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Business & Contact Information

BUSINESS NAME	CTI Environmental, Inc.
OWNER	Robin Thorne
ADDRESS	711 E. Wardlow Road Suite 203 Long Beach, CA 90807 [map]
PHONE	562-608-8401
FAX	562-394-9501
EMAIL	info@ctienviro.com
WEBSITE	http://www.ctienviro.com
ETHNICITY	Black American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	2/27/2026
CERTIFIED BUSINESS DESCRIPTION	Environmental Consulting, Environmental Testing and Remediation, general engineering contractor and safety consulting

Commodity Codes

Code	Description
NAICS 238910	Building demolition
NAICS 541330	Construction engineering services
NAICS 541330	Engineering services
NAICS 541330	Environmental engineering services
NAICS 541618	Utilities management consulting services
NAICS 541620	Ecological restoration consulting services

NAICS 541620	Environmental Consulting Services
NAICS 541620	Environmental consulting services
NAICS 541690	Safety consulting services
NAICS 56291	Remediation Services
NAICS 562910	Asbestos abatement services
NAICS 562910	Lead paint abatement services
NAICS 562910	Remediation Services
NAICS 562910	Toxic material abatement services
SIC 0711	Soil Preparation Services
SIC 1541	General Contractors-Industrial Buildings and Warehouses
SIC 1629	Industrial Nonbuilding Structures Construction
SIC 4959	Remediation Services
SIC 8711	Engineering Services
SIC 8748	Safety Consulting and Security Consulting
SIC 8999	Environmental Consultants
SIC 8999	Scientific and Related Consulting Services
SIC 8999	Services, NEC
SIC 9511	Air and Water Resource and Solid Waste Management

Additional Information

VON NUMBER

10090066

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1186861

Legal Business Name:
CTI ENVIRONMENTAL, INC.

Doing Business As (DBA) Name 1:
CTI ENVIRONMENTAL, INC.

Doing Business As (DBA) Name 2:

Address:
711 E. Wardlow Rd, Suite 203
Long Beach
CA 90807

Email Address:
robin@ctienviro.com

Business Web Page:

Business Phone Number:
562/608-8401

Business Fax Number:

Business Types:
Construction , Service

Certification Type	Status	From	To
SB(Micro)	Approved	10/07/2021	10/31/2023

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Certified Profile

CLOSE WINDOW 

[Print](#)

Business & Contact Information

BUSINESS NAME	CTI Environmental, Inc.
OWNER	Robin Thorne
ADDRESS	711 E. Wardlow Road Suite 203 Long Beach, CA 90807 [map]
PHONE	562-608-8401
FAX	562-394-9501
EMAIL	info@ctienviro.com
WEBSITE	http://www.ctienviro.com
ETHNICITY	Black American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	2/27/2026
CERTIFIED BUSINESS DESCRIPTION	Environmental Consulting, Environmental Testing and Remediation, general engineering contractor and safety consulting

Commodity Codes

Code	Description
NAICS 238910	Building demolition
NAICS 541330	Construction engineering services
NAICS 541330	Engineering services

D'Leon Consulting Engineers

Information

ID
109438

Registered As
Prime & Sub

Hours of Operation

Email

Phone
5629894500

Fax

Admin
Borja Leon borja.leon@dleonengineers.com (mailto:borja.leon@dleonengineers.com)

Addresses

Website

Business/Billing
3805 Long Beach Blvd, Suite 235
Long Beach, CA 90807
United States
(<https://www.google.com/maps?q=3805%20Long%20Beach%20Blvd%2C%20Suite%20235%0ALong%20Beach%2C%20CA%2090807%0AUnited%20States>)

Summary

NAICS Codes

- 54161 Management Consulting Services
- 23731 Highway, Street, and Bridge Construction
- 23799 Other Heavy and Civil Engineering Construction
- 54134 Drafting Services
- 541330 Engineering Services

Certifications DBE, LBE (LA), MBE, LBE (Harbor), SBE (Proprietary)

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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(<https://ladbs.org/services/core-services/plan-check-permit>)

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Business Tax Resources
(<https://financa.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhk9b2_4&_afLoop=283627353826)

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Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

April 13, 2022 *REISSUED 2/23/2023 NAICS ADDED: 541618, 541620, 541690, 541820, 561110*

Metro File # 1099

Borja Leon
D'Leon Consulting Engineers Corp.
3605 Long Beach Blvd Suite 235
Long Beach, CA 90807

Re: Small Business Enterprise Certification

Dear Mr. Leon:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS	Description
237310	Highway, Street, and Bridge Construction
237990	Other Heavy and Civil Engineering Construction
541330	Engineering Services
541340	Drafting Services
541350	Building Inspection Services
541611	Administrative Management and General Management Consulting Services
541618	Other Management Consulting Services
541620	Environmental Consulting Services
541690	Other Scientific and Technical Consulting Services
541820	Public Relations Agencies
561110	Office Administrative Services

Your SBE certification is good for five years from the date of this letter and applies only for the above NAICS codes. Any additions and revisions must be submitted to Metro for review and approval

In order to ensure your continued SBE status, you are required to submit an annual No Change Declaration Form (which will be sent to you) along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the renewal application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at [213-922-2600 Option 1](tel:213-922-2600). For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz
LA Metro
Director (Interim), Certification & Economic Development
Diversity & Economic Opportunity Department

Business & Contact Information

BUSINESS NAME	D'LEON CONSULTING ENGINEERS CORPORATION
OWNER	Mr. Borja Leon
ADDRESS	3605 LONG BEACH BLVD SUITE 235 LONG BEACH, CA 90807 [map]
PHONE	562-989-4500
FAX	562-989-4509
EMAIL	borja.leon@dleonengineers.com
WEBSITE	http://www.dleonengineers.com
ETHNICITY	Hispanic American
GENDER	Male
COUNTY	Los Angeles (CA)

Certification Information

CERTIFYING AGENCY	California Department of Transportation
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	Engineering services Computer-aided design drafting (CADD) services Drafting Services Administrative Management and General Management Consulting Services

Commodity Codes

Code	Description
CA WCC C8705	DESIGN
CA WCC C8710	ENGINEERING
CA WCC C8715	CONSULTANT, ENGINEERING
CA WCC C8720	CIVIL ENGINEERING
CA WCC C8765	DRAFTING

CA WCC C8766	COMPUTER-AIDED DESIGN & DRAFTING (CADD)
CA WCC C8770	CONSTRUCTION MANAGEMENT
CA WCC C8801	CONSTRUCTION PROJECT AND DOCUMENT CONTROL
NAICS 541330	Engineering services
NAICS 541340	Computer-aided design drafting (CADD) services
NAICS 541340	Drafting Services
NAICS 541611	Administrative Management and General Management Consulting Services

Additional Information

WORK DISTRICTS/REGIONS	Los Angeles, Orange
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	4238

G3 Quality, Inc.

Information

ID
86758

Registered As
Prime & Sub

Hours of Operation

Email

Phone
5623219840

Fax
5623219840

Admin
Jessica Corson jcorson@g3quality.com (<mailto:jcorson@g3quality.com>)

Addresses

Website
<http://www.g3quality.com> (<http://www.g3quality.com>)

Business/Billing
13850 Cerritos Corporate Drive Unit E
Cerritos, CA 90703
USA
(<https://www.google.com/maps?q=13850%20Cerritos%20Corporate%20Drive%20Unit%20E%0ACerritos%2C%20CA%2090703%0AUSA>)

Summary

NAICS Codes
54133 Engineering Services
54138 Testing Laboratories
23731 Highway, Street, and Bridge Construction
23799 Other Heavy and Civil Engineering Construction
54135 Building Inspection Services
541380 Testing Laboratories
237310 Highway, Street, and Bridge Construction
541330 Engineering Services
541350 Building Inspection Services

Certifications
LBE (LA), LBE (Harbor), OBE

California Entity Number

Non-Profit
No

Sole Proprietor
No

State or Professional License Numbers

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CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(<https://www.lacitysan.org/san/faces/home/portal/s->)

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To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1753245

Legal Business Name:

G3 QUALITY INC

Doing Business As (DBA) Name 1:

G3 QUALITY INC

Doing Business As (DBA) Name 2:

Address:

13850 Cerritos Corporate Drive

Suite E

CERRITOS

CA 90703

Email Address:

cgerber@g3quality.com

Business Web Page:

www.G3quality.com

Business Phone Number:

562/321-9840

Business Fax Number:

562/321-9850

Business Types:

Service

Certification Type	Status	From	To
SB	Approved	06/15/2021	06/30/2023
SB-PW	Approved	06/27/2023	06/30/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Gresham Smith and Partners

Information

ID
101955

Registered As
Prime & Sub

Hours of Operation

Email

Phone
6507991941

Fax

Admin
Sam Mehta sam.mehta@greshamsmith.com (mailto:sam.mehta@greshamsmith.com)

Addresses

Website

Business/Billing
40274 Santa Teresa Common
Fremont, CA 94539
USA
(<https://www.google.com/maps?q=40274%20Santa%20Teresa%20Common%0AFremont%2C%20CA%2094539%0AUSA>)

Summary

NAICS Codes
54131 Architectural Services
54133 Engineering Services
54132 Landscape Architectural Services

Certifications
OBE

California Entity Number

Non-Profit
No

Sole Proprietor
No

State or Professional License Numbers

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Bond Assistance Program

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(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysant.org/san/faces/home/pslsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=2836273538268)

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HDR Engineering, Inc.

Information

ID
27561

Registered As
Prime & Sub

Hours of Operation

Email

Phone
2132395800

Fax
2132395801

Admin
Lara Paulino lara.paulino@hdrinc.com (<mailto:lara.paulino@hdrinc.com>)

Addresses

Website
<http://www.hdrinc.com> (<http://www.hdrinc.com>)

Business/Billing
350 S Grand Avenue Suite 2900
Los Angeles, CA 90017
USA
(<https://www.google.com/maps?q=350%20S%20Grand%20Avenue%20Suite%202900%0ALos%20Angeles,%20CA%2090017%0AUSA>)

Summary

NAICS Codes	<ul style="list-style-type: none"> 54133 Engineering Services 56221 Waste Treatment and Disposal 56299 All Other Waste Management Services 541618 Other Management Consulting Services 541611 Administrative Management and General Management Consulting Services 541330 Engineering Services 541990 All Other Professional, Scientific, and Technical Services 541690 Other Scientific and Technical Consulting Services 541620 Environmental Consulting Services 541310 Architectural Services
--------------------	---

Certifications OBE

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program

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LIVE & FAITH Consulting

L&F Project Management is a project management firm that specializes in project, program, and portfolio management for large government agencies and Fortune 500 clients.

Information

ID
201017

Registered As
Prime & Sub

Hours of Operation

Email
mjackson.consulting@yahoo.com (mailto:mjackson.consulting@yahoo.com)

Phone
979-676-0796

Fax

Admin
Monique Jackson mj@liveandfalthpm.com (mailto:mj@liveandfalthpm.com)

Addresses

Website
<http://lfpjprojectmanagement.com/> (<http://lfpjprojectmanagement.com/>)

Business/Billing
360 The Village, Unit #207
Redondo Beach, CA 90277
United States
(<https://www.google.com/maps?q=360%20The%20Village%2C%20Unit%20%23207%0ARedondo%20Beach%2C%20CA%2090277%0AUnited%20States>)

Summary

NAICS Codes
541618 Other Management Consulting Services
611430 Professional and Management Development Training
541611 Administrative Management and General Management Consulting Services

Certifications
EBE, LBE(LA), MBE, SLB, WBE, SBE(LA), SBE(Proprietary), VSBE(Harbor)

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_48_afrlLoop=283627353826)

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Business & Contact Information

BUSINESS NAME	LIVE and FAITH Consulting, DBA L&F Project Management
OWNER	Monique Jackson
ADDRESS	1601 N. Sepulveda Blvd., #823 Manhattan Beach, CA 90266 [map]
PHONE	979-676-0796
EMAIL	info@liveandfaithconsulting.com
WEBSITE	http://lfprojectmanagement.com/
ETHNICITY	Black American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	3/31/2025
CERTIFIED BUSINESS DESCRIPTION	L&F Project Management is a project management firm headquartered in Los Angeles, CA. The firm specializes in project, program, and portfolio management for large government agencies and Fortune 500 clients. Our niche is non-technical project management with a focus on strategic initiatives and operational transformations. We deliver excellent project management to clients using the firm's key pillars of change leadership, communication, and accountability. This results in increased productivity and enhanced financial performance.

Commodity Codes

Code	Description
SIC 8742	Administrative and General Management Consulting
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services

NAICS 611430

Professional and Management Development Training

Additional Information

VON NUMBER

21001189

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2028266

Legal Business Name:

LIVE & FAITH Consulting, LLC

Doing Business As (DBA) Name 1:

L&F Project Management

Doing Business As (DBA) Name 2:

L&F Project Management

Address:

1601 N. Sepulveda Blvd., #823

California

Manhattan Beach

CA 90266

Email Address:

mjackson@lfprojectmanagement.com

Business Web Page:

Business Phone Number:

979/676-0796

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	06/08/2022	06/30/2024

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Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Business & Contact Information

BUSINESS NAME	LIVE and FAITH Consulting, DBA L&F Project Management
OWNER	Monique Jackson
ADDRESS	1601 N. Sepulveda Blvd., #823 Manhattan Beach, CA 90266 [map]
PHONE	979-676-0796
EMAIL	info@liveandfaithconsulting.com
WEBSITE	http://lfprojectmanagement.com/
ETHNICITY	Black American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	3/31/2025
CERTIFIED BUSINESS DESCRIPTION	L&F Project Management is a project management firm headquartered in Los Angeles, CA. The firm specializes in project, program, and portfolio management for large government agencies and Fortune 500 clients. Our niche is non-technical project management with a focus on strategic initiatives and operational transformations. We deliver excellent project management to clients using the firm's key pillars of change leadership, communication, and accountability. This results in increased productivity and enhanced financial performance.

Commodity Codes

Code	Description
SIC 8742	Administrative and General Management Consulting
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services

NAICS 611430

Professional and Management Development Training

Additional Information

VON NUMBER

21001189

Business & Contact Information

BUSINESS NAME **LIVE and FAITH Consulting, DBA L&F Project Management**

OWNER **Monique Jackson**

ADDRESS **1601 N. Sepulveda Blvd., #823
Manhattan Beach, CA 90266 [\[map\]](#)**

PHONE **979-676-0796**

EMAIL **info@liveandfaithconsulting.com**

WEBSITE **<http://lfprojectmanagement.com/>**

ETHNICITY **Black American**

GENDER **Female**

COUNTY **Los Angeles (CA)**

Certification Information

CERTIFYING AGENCY **California Department of Transportation**

CERTIFICATION TYPE **DBE - Disadvantaged Business Enterprise**

CERTIFIED BUSINESS DESCRIPTION **Administrative Management and General Management Consulting Services
Other Management Consulting Services**

Commodity Codes

Code	Description
CA WCC C8700	CONSULTANT, NON-ENGINEERING
CA WCC C8714	CONSULTANT, BUSINESS/MANAGEMENT
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services

Additional Information

WORK DISTRICTS/REGIONS

All work districts/regions

CUCP PUBLIC DIRECTORY
CERTIFICATION NUMBER

51510

SBA Profile

[Privacy Statement](#)

([Back to Profile List](#), or use Back button)

Identification, Location & Contacts

This profile was last updated: 09/14/2023
 Status: Active

User ID: P2623283
 Name of Firm: LIVE & FAITH CONSULTING LLC
 Capabilities Statement Link:
 Trade Name ("Doing Business As ..."):
 UEI: RE2EY7RB9VW1
 Address, line 1: 360 THE VLG
 Address, line 2: UNIT 207
 City: REDONDO BEACH
 State: CA
 Zip: 90277-2641
 Phone Number: 979-676-0796 x
 Fax Number:
 E-mail Address: mjackson.consulting@yahoo.com
 WWW Page:
 E-Commerce Website:
 Contact Person: MONIQUE JACKSON
 County Code (3 digit): 037
 Congressional District: 36
 Metropolitan Statistical Area: 4480
 CAGE Code: 95SV9
 Year Established: 2019
 Accepts Government Credit Card?: Yes No
 GSA Advantage Contract(s):

(Note: Size information is now under "NAICS Codes with Size Determinations by NAICS", below.)

Organization, Ownership & Certifications

Legal Structure: LLC
 Ownership and Self-Certifications: Black American, Other Minority Owned, Self-Certified Small Disadvantaged Business, Economically Disadvantaged Women-Owned Small Business, Women-Owned Small Business, Woman Owned

Current Principals

(none given)

"Business Development Servicing Office" (for certifications)

LOS ANGELES DISTRICT OFFICE (SBA office code 0914)

SBA Federal Certifications

8(a) Certification:

SBA 8(a) Case Number:
SBA 8(a) Entrance Date:
SBA 8(a) Exit Date:

HUBZone Certification:

HUBZone Certified?: Yes No
HUBZone Certification Date:

8(a) Joint Venture - SBA Certified:

NOTE: Notify your servicing SBA Business Opportunity Specialist to have your 8(a) joint venture approval date reflected in DSBS.

8(a) JV Entrance Date:
8(a) JV Exit Date:

Women Owned - SBA Certified:

WOSB Certified?: Yes No
WOSB Pending?: Yes No

Economically Disadvantaged Women Owned - SBA Certified:

EDWOSB Certified?: Yes No
EDWOSB Pending?: Yes No

Veteran-Owned Small Business - SBA Certified:

VOSB Certified?: Yes No
VOSB Joint Venture?: Yes No
VOSB Certification Date:
VOSB Certification Expiration
Date:

Service-Disabled Veteran-Owned Small Business - SBA Certified:

SDVOSB Certified?: Yes No
SDVOSB Joint Venture?: Yes No
SDVOSB Certification Date:
SDVOSB Certification Expiration
Date:

Other Certifications

Non-Federal-Government Certifications:

(none given)



Capabilities Narrative:

(none given)

Special Equipment/Materials:

(none given)

Business Type Percentages:

(none given)

Bonding Levels

Construction Bonding Level (per \$0 contract)
Construction Bonding Level \$0 (aggregate)
Service Bonding Level (per \$0 contract)
Service Bonding Level \$0 (aggregate)

NAICS Codes with Size Determinations by NAICS:

#	Primary?	Code	NAICS Code's Description	"Buy Green"? (1)	Small? (2)
1	Yes	541611	Administrative Management and General Management Consulting Services		Yes
2		541618	Other Management Consulting Services		Yes
3		541690	Other Scientific and Technical Consulting Services		Yes
4		541990	All Other Professional, Scientific and Technical Services		Yes
5		611430	Professional and Management Development Training		Yes

(1) By entering Yes for "Buy Green", the firm asserts that it obeys EPA guidelines for environmental friendliness for this NAICS code. Note, EPA guidelines do not exist for every NAICS code.
(2) If Yes, the firm's revenues/number of employees do not exceed the NAICS code's small business size standard.

Keywords:

Project Management Program Management PMO

Miscellaneous:

Quality Assurance Standards: (none given)
Electronic Data Interchange [] Yes [] No capable?:

Export Profile (Trade Mission Online)

Exporter?: (firm hasn't answered this question yet)
Export Business Activities: (none given)
Exporting to: (none given)
Desired Export Business Relationships: (none given)
Description of Export Objective(s): (none given)

Performance History (References)

(none given)

The structure of this page was last updated 02/01/2013, as part of SBSS 8.1.1.

Leighton Consulting, Inc.

Information

ID
3473

Registered As
Prime & Sub

Hours of Operation

Email
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Phone
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Fax
949-250-1114

Admin
Cristina Perez cperez@leightongroup.com (mailto:cperez@leightongroup.com)

Addresses

Website
www.leightongroup.com (https://www.leightongroup.com)

Business/Billing
2800 Michelson Drive, Suite 400
Irvine, CA 92612
United States
(https://www.google.com/maps?q=2800%20Michelson%20Drive%2C%20Suite%20400%0AIrvine%2C%20CA%2092612%0AUnited%20States)

Summary

NAICS Codes
54133 Engineering Services
54136 Geophysical Surveying and Mapping Services
54138 Testing Laboratories
54135 Building Inspection Services

Certifications
OBE

California Entity Number

Non-Profit
No

Sole Proprietor
No

State or Professional License Numbers

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BUSINESS SERVICES

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(https://ewddlacity.com/index.php/local-business/businesssource-centers)

Business Tax Resources
(https://finance.lacity.org/)

Minority Business Development Agency
(https://www.mbda.gov/)

Office of Small Business
(https://business.lacity.org/)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/portal/s-lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=28382735382680788#1)

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Monument ROW

Information

ID
112736

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:00:00 AM - 8:00:00 PM

Email
marketing@monumentrow.com (mailto:marketing@monumentrow.com)

Phone
800-577-0109

Fax

Admin
Amber Costello marketing@monumentrow.com (mailto:marketing@monumentrow.com)

Addresses

Website

Business/Billing
8 Cobblestone Ct
Laguna Niguel, CA 92677
United States
(https://www.google.com/maps?q=8%20Cobblestone%20Ct%0ALaguna%20Niguel%2C%20CA%2092677%0AUnited%20States)

Summary

NAICS Codes	541618 Other Management Consulting Services 531390 Other Activities Related to Real Estate 541611 Administrative Management and General Management Consulting Services
Certifications	DBE, WBE, SBE (Proprietary)
California Entity Number	
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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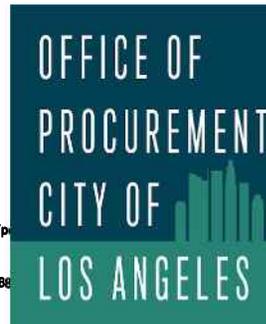
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(http://www.lamayor.org)
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- Business Tax Resources
(https://finance.lacity.org/)
- Minority Business Development Agency
(https://www.mbd.gov)
- Office of Small Business
(https://business.lacity.org/)
- City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhk09b2_4&_afLoop=2836273538268)

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Business & Contact Information

BUSINESS NAME	Monument ROW
OWNER	Amber Costello
ADDRESS	8 Cobblestone Court Laguna Niguel, CA 92677 [map]
PHONE	800-577-0109
EMAIL	acostello@monumentrow.com
WEBSITE	http://monumentrow.com
ETHNICITY	White
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	11/19/2024
CERTIFIED BUSINESS DESCRIPTION	Land, right-of-way and real estate consulting services

Commodity Codes

Code	Description
SIC 6531	Real Estate Agents and Brokers
NAICS 531390	Consultants', real estate (except appraisers), offices
NAICS 531390	Landman services
NAICS 531390	Other Activities Related to Real Estate
NAICS 541611	General management consulting services
NAICS 541618	Other Management Consulting Services
NAICS 541618	Utilities management consulting services

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2017237

Legal Business Name:

Monument ROW

Doing Business As (DBA) Name 1:

Monument

Doing Business As (DBA) Name 2:

Address:

3626 Fair Oaks Blvd

Suite 100

California

Sacramento

CA 95864

Email Address:

acostello@monumentrow.com

Business Web Page:

www.monumentrow.com

Business Phone Number:

800/577-0109

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	04/12/2023	04/30/2025
SB-PW	Approved	04/12/2023	04/30/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Business & Contact Information

BUSINESS NAME	Monument ROW
OWNER	Amber Costello
ADDRESS	8 Cobblestone Court Suite 300 Laguna Niguel, CA 92677-0507 [map]
PHONE	800-577-0109
EMAIL	acostello@monumentrow.com
WEBSITE	http://monumentrow.com
ETHNICITY	Caucasian
GENDER	Female

Certification Information

CERTIFYING AGENCY	Los Angeles County Metropolitan Transportation Authority
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	Land and right-of-way consulting services

Commodity Codes

Code	Description
NAICS 531390	Other Activities Related to Real Estate
NAICS 541618	Other Management Consulting Services

Additional Information

WORK DISTRICTS/REGIONS	Los Angeles, Orange, Riverside, San Bernardino, San Diego
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	46456



O2EPCM, Inc.

We provide full service Professional Services – Program Management, Project Management, Construction Management, Project Controls, Inspection, QA/QC, Claims Management, Safety, BIM, Staff Augmentation, SWPPP, Drafting and Design/Engineering Support.

Information

ID
88993

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:00:00 AM - 5:00:00 PM

Email
omoneo@o2epcm.com (mailto:omoneo@o2epcm.com)

Phone
213-267-8284

Fax
213-267-8801

Admin
Omone Livingston omoneo@o2epcm.com (mailto:omoneo@o2epcm.com)

Addresses

Website
<https://www.o2epcm.com> (https://www.o2epcm.com)

Business/Billing
1055 W. 7th Street, Suite 2240
Los Angeles, CA 90017
United States
(<https://www.google.com/maps?q=1055%20W.%207th%20Street%2C%20Suite%202240%0ALos%20Angeles%2C%20CA%2090017%0AUnited%20States>)

Summary

NAICS Codes	54133 Engineering Services 54161 Management Consulting Services 54169 Other Scientific and Technical Consulting Services 54199 All Other Professional, Scientific, and Technical Services 23731 Highway, Street, and Bridge Construction 23622 Commercial and Institutional Building Construction 23621 Industrial Building Construction 23799 Other Heavy and Civil Engineering Construction 23711 Water and Sewer Line and Related Structures Construction 56111 Office Administrative Services
Certifications	DBE, EBE, LBE (LA), MBE, WBE, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)
California Entity Number	C3944225
Non-Profit	No
Sole Proprietor	No

State or Professional License Numbers

** The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.



CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)
Mayor's Office of Karen Bass
(<http://www.lamayor.org>)
Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)
Bond Assistance Program

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)
Business Tax Resources
(<https://finance.lacity.org/>)
Minority Business Development Agency
(<https://www.mdba.gov/>)
Office of Small Business
(<https://business.lacity.org/>)

A SERVICE BROUGHT TO YOU BY

O2EPCM RAMP Certification Screenshot



Certification



City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date
LBE: LOCAL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	10/25/2023
DBE: DISADVANTAGED BUSINESS ENTERPRISE	Verified	
MBE: MINORITY OWNED BUSINESS ENTERPRISE	Verified	
WBE: WOMEN-OWNED BUSINESS ENTERPRISE	Verified	

BOARD OF PUBLIC WORKS
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CITY OF LOS ANGELES
CALIFORNIA



ERIC GARCETTI
MAYOR

JOHN L. REAMER, JR.
Inspector of Public Works
and
Director

BUREAU OF
CONTRACT ADMINISTRATION
Office of Contract Compliance
1149 S. BROADWAY, SUITE 300
LOS ANGELES, CA 90015
(213) 847-1922

<http://bca.lacity.org>

March 3, 2017

Omone O. Livingston
O2EPCM, Inc.
1055 W. 7th Street, 33rd Floor
Los Angeles, CA 90017

SLB - 3743
Expiration Date: 02/10/2019
Phone: 213-267-8284

SMALL, LOCAL BUSINESS (SLB) CERTIFICATION APPROVAL

Dear Mr/s. Omone O. Livingston:

Pursuant to the provisions of the City of Los Angeles Administrative Code Article 4 of Chapter 1 of Division 10 and the policy of the City of Los Angeles Bureau of Contract Administration, Office of Contract Compliance (OCC), we are pleased to inform you that your firm has been certified as a **SLB** and has been placed in the City of Los Angeles Small, Local Business directory as a firm specializing in **Professional, technical, and consulting; engineering; program, project, and construction management; staffing and staff augmentation.**

This certification is valid for two years from the date of this letter. If after two years and you still wish to maintain your certification, you must submit a Biennial Affidavit of Eligibility to our office. If the company's principal office has moved outside the County of Los Angeles, and/or its annual gross receipts including affiliates if any, exceed \$3 million, you are required to notify this office of the move, and/or change in annual receipts in writing. Please include your file number on each page of correspondence relating to this matter.

The City reserves the right to withdraw this certification at any time if it is determined certification was knowingly obtained by false, misleading or incorrect information. The City also reserves the right to request additional information and/or conduct on-site visits at any time during the certification period to verify any documentation submitted with your application. By accepting certification, the firm of **O2EPCM, Inc.** hereby consents to the examination of its books, records and documents by the City.

Should you have any questions, please contact Claire Berriman at (213) 847-2641 or e-mail at claire.berriman@lacity.org.

Sincerely,


Claire Berriman, Certification Supervisor
Office of Contract Compliance
Bureau of Contract Administration

From: [Elaine Luong-Huynh](#)
To: [Omone Livingston](#)
Cc: [Shaun Shimoda Kobayashi](#)
Subject: 88993 O2EPCM, Inc LBE Certification
Date: Thursday, October 25, 2018 4:10:39 PM

Good Afternoon BAVN Administrator,

Our office has now completed our review of the LBE certification request under BAVN ID# 88993 for O2EPCM, Inc.

Based on the information submitted at this time, your LBE certification has been approved effective October 25, 2018 in LABAVN.

*

*

To remain certified and be given the preference, firms must continue to meet the City's Local Business Preference Ordinance #181910 certification criteria and complete an Affidavit of Eligibility every five (5) years. We continue to reserve the right to re-evaluate your certification eligibility anytime it is deemed necessary.

Upon receipt of information believed by the Awarding Authority to be reliable and which indicates that the Local Business no longer qualifies as a Local Business for more than 60 days during the entire time of the Contract, the Awarding Authority shall withhold or recover funds from the Contractor in an amount that represents the value of 8% of the executed contract.

(Local Business Preference Program - "Supplier and/or Regular Dealer" Definition)

The Local Business Preference Program is applicable to all competitive bids involving expenditures in excess of \$150,000.

This note is to inform all bidders that the City of Los Angeles, Department of Public Works, Bureau of Contract Administration as the Designated Administrative Agency (DAA) for the Local Business Preference program has issued the following definition update in relation to the application of preference credits to material and/or equipment suppliers:

"Preferences will be awarded for equipment, goods or materials contracts only if the Local Business or the Local Subcontractor: (a) Designs, manufactures, or assembles the equipment, goods, or materials where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles; or (b) Acts as a Supplier and/or Regular Dealer where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles. A Supplier and/or Regular Dealer means a business that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. Additionally, the firm shall be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. Packers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not Suppliers and/or Regular Dealers. A person may be a Supplier and/or a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as previously described if the person both owns and operates distribution equipment for the products. Any supplementing of a Supplier's and/or Regular Dealers' own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis.")

Thank you,



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net



CALIFORNIA UNIFIED CERTIFICATION PROGRAM

March 11, 2022

CUCP# 44034
Metro File #7372

Ms. Omone Livingston
O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management
1055 W. 7th Street
33rd Floor
Los Angeles, CA 90017

Subject: Disadvantaged Business Enterprise Certification

Dear Ms. Omone Livingston:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 237310: CONSTRUCTION MANAGEMENT, HIGHWAY, ROAD, STREET AND BRIDGE
NAICS 237990: CONSTRUCTION MANAGEMENT, MASS TRANSIT
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541990: ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES
NAICS 561110: OFFICE ADMINISTRATIVE SERVICES
NAICS 561312: EXECUTIVE SEARCH SERVICES
NAICS 561320: TEMPORARY HELP SERVICES

Your DBE certification applies only for the above code(s). You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP website at <https://dot.ca.gov/programs/civil-rights/dbe-search>. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations, and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

March 11, 2022

Metro File #7372

Ms. Omone Livingston
O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management
1055 W. 7th Street
33rd Floor
Los Angeles, CA 90017

Subject: Small Business Enterprise Certification

Dear Ms. Omone Livingston:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 237310: CONSTRUCTION MANAGEMENT, HIGHWAY, ROAD, STREET AND BRIDGE
NAICS 237990: CONSTRUCTION MANAGEMENT, MASS TRANSIT
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES
NAICS 541990: ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES
NAICS 561110: OFFICE ADMINISTRATIVE SERVICES
NAICS 561312: EXECUTIVE SEARCH SERVICES
NAICS 561320: TEMPORARY HELP SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors

July 06, 2023

Hilda L. Solis
First District

OMONE O. LIVINGSTON
O2EPCM, INC.
1055 W 7TH ST FL 33
LOS ANGELES, CA 90017-2577

CBE I.D. # 094397
Status: MBE/WBE/DBE

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Dear OMONE O. LIVINGSTON,

Congratulations! Your firm has been certified as an eligible participant in the County of Los Angeles Community Business Enterprise (CBE) Program with the designated participation status identified above. Your certification expires on July 31, 2025.

Director

Rafael Carbajal

You will be included in the Los Angeles County CBE listing. The County's CBE listing is utilized by County departments, public agencies, private-sector prime and subcontractors to meet subcontracting goals. To request the most current CBE listing, email CBESBE@dcba.lacounty.gov.

Chief of Staff

Joel Ayala

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



LOS ANGELES COUNTY CONSUMER & BUSINESS AFFAIRS

Board of Supervisors May 23, 2022

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

OMONE O. LIVINGSTON
O2EPCM, INC.
1055 W 7TH ST FL 33
LOS ANGELES, CA 90017-2577

Vendor #: 181653
Certification
Record #: 092277

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear OMONE O. LIVINGSTON,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **May 23, 2024**.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors July 06, 2023

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

OMONE O. LIVINGSTON
O2EPCM, INC.
1055 W 7TH ST FL 33
LOS ANGELES, CA 90017-2577

Vendor #: 181653
Certification
Record #: 092277

CERTIFICATION LETTER FOR FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear OMONE O. LIVINGSTON,

Congratulations! As a certified Local Small Business Enterprise (LSBE) with the County of Los Angeles your business is also eligible to bid on federally funded County solicitations based on your [System for Award Management \(SAM\)](#) registration as a small business. Your SAM registration expires on June 14, 2024.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which are federally funded and subject to federal restrictions and which include the "Request for Preference Consideration" form. You must complete the form and provide your Vendor Number in your bid/proposal along with a copy of this approval letter for each response to receive the preference.

Additionally, the Board of Supervisors established a "Countywide Small Business Payment Liaison and Prompt Pay Program". As a certified LSBE, your company is now eligible for a 15-day prompt payment. Please call the Small Business Services office at 855-230-6430 or send an email to osb@dcba.lacounty.gov to request your free Prompt Payment Stamp and instructions.

The County of Los Angeles Department of Consumer and Business Affairs reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for the program. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

Again, congratulations on your certification. If you have any questions about our LSBE Program, please call us at 323-881-3964, visit our website at <http://dcba.lacounty.gov> or email us at osb@dcba.lacounty.gov.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Small Business Services
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2004216

Legal Business Name:

O2EPCM INC

Doing Business As (DBA) Name 1:

O2 ENGINEERING PROJECTS & CONSTRUCTION MANAGEMENT

Doing Business As (DBA) Name 2:

Address:

1055 W 7TH ST 33RD FLR

LOS ANGELES

CA 90017

Email Address:

omoneo@o2epcm.com

Business Web Page:

<https://www.o2epcm.com>

Business Phone Number:

213.267.8800

Business Fax Number:

213.267.8801

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	01/17/2022	01/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Omone Livingston

From: ita.bavn@lacity.org
Sent: Saturday, January 14, 2017 9:35 AM
To: Omone Livingston
Subject: BAVN Company Profile Update

BAVN Administrator,

This email is to inform you that your company has received an additional certification status added to your BAVN profile called SBE (Proprietary). Your company received this status because you are either a verified SBE (LA) or EBE firm. SBE (Proprietary) certifications are used by the City's proprietary departments: Airports, Harbor, and Water and Power.

Regards,

BAVN Support
ITA.BAVN@lacity.org
City of Los Angeles

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATION EXPIRATION DATE: **December 30, 2025**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management
Women Business Enterprise (WBE)***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on- site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at (800) 359-7998.

VON: 17000007

DETERMINATION DATE: December 30, 2022

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATION EXPIRATION DATE: **December 30, 2025**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management
Minority Business Enterprise (MBE)***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on- site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at (800) 359-7998.

VON: 17000007

DETERMINATION DATE: December 30, 2022



Business Outreach

Investing In Southern California Businesses

Certified Small Business Enterprise

Vendor Account Number: 494841

Omone O. Livingston

O2EPCM, Inc.

1055 W. 7th Street, 22nd Floor, Suite 2240

Los Angeles, CA 90017

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition with the Coalition of Southern California Public Agencies. Per our evaluation of the information, you provided in your application, and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved. The following organizations recognize this certification:

***The Metropolitan Water District of Southern California
Port of Long Beach
San Diego County Water Authority
Los Angeles Unified School District
Los Angeles Community College District***

Metropolitan is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized:

**541611 - Administrative Management and General Management Consulting Services
541618 - Other Management Consulting Services
611430 - Professional and Management Development Training
236210 - Industrial Building Construction
236220 - Commercial and Institutional Building Construction
237310 - Highway, Street, and Bridge Construction
237990 - Other Heavy and Civil Engineering Construction**

**SBE Certificate Effective Date: 02/21/23
SBE Certificate Expiration Date: 02/21/26**

Work Performed by your company that falls within the NAICS code(s) listed above will be counted as SBE participation for work performed on contracts procured by the above agencies.

The agencies reserve the right to withdraw this certification if it is determined that certification was knowingly obtained by false, misleading, or incorrect information and reserve the right to audit all statements. If any company attempts to falsify or misrepresent information to obtain certification, the company may be disqualified from participating in any contracts for up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, Vendors must update their existing SBE Vendor Application on or before the expiration date mentioned above. All information is subject to verification.

Any changes in your status may impact your certification, and you must update your account information online. A copy of your data can be viewed by logging into your Vendor Profile and visiting the Small Business Certification tab.

Sincerely,
John J. Arena
Business Outreach Program Manager
The Metropolitan Water District of Southern California

700 N. Alameda Street, Los Angeles, California 90012 Mailing Address: Box 54153, Los Angeles, CA 90054-0153
Telephone (213) 217-7444 FAX: 213.217.6002



CITY OF LONG BEACH

Department of Financial Management

Business Services Bureau

333 West Ocean Blvd., 7th Floor, Long Beach, CA 90802 (562) 570-6200 Fax (562) 570-5099 sbe@longbeach.gov

Certified Small Business Enterprise

Vendor Account Number: 491189

Omone O. Livingston

O2EPCM, Inc.

1055 W. 7th Street, 33rd Floor

Los Angeles, CA 90017

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition. Per our evaluation of the information you provided in your application and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved. This certification is recognized by the following organizations:

City of Long Beach

City of Long Beach is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized: 236210,236220,237310,541330,541611,541618,561110
SBE Certificate Effective Date: 02/25/20
SBE Certificate Expiration Date: 02/25/23

Work Performed by your firm that falls within the above-mentioned NAICS code(s) will be counted as SBE participation for work performed on contracts procured by the above agencies.

The agencies reserve the right to withdraw this certification if at any time it is determined that certification was knowingly obtained by false, misleading or incorrect information and reserve the right to audit all statements. If any firm attempts to falsify or misrepresent information to obtain certification, the firm may be disqualified from participation in any contracts for a period of up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, firms must update their existing SBE Vendor Application on or before the expiration date mentioned above. All information is subject to verification.

If there are any changes in your status that may impact your certification, you are required to update your account information online. A copy of your information can be viewed by logging into City of Long Beach Vendor Portal, click on Vendor Profile, and visiting the Small Business Certification tab.

Sincerely,
 Acting Purchasing & Business Services Manager

333 W. Ocean Blvd., 7th Floor, Long Beach, CA 90802; (562) 570-6200 Fax (562) 570-5099



Certified Small Business Enterprise

Vendor Account Number: 1290837

Omone O. Livingston

O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management

1055 W. 7th Street, 22nd Floor, Suite 2240

Los Angeles, CA 90017

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition with the Port of Long Beach (Port). Per our evaluation of the information you provided in your application and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved.

The Port is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized: 541611, 541618, 541990, 236210, 236220, 237310, 237990

SBE Certificate Effective Date: 07/17/23

SBE Certificate Expiration Date: 07/17/26

Work Performed by your firm that falls within the above-mentioned NAICS code(s) will be counted as SBE participation for work performed on contracts procured by the above Port.

The Port reserves the right to withdraw this certification if at any time it is determined that certification was knowingly obtained by false, misleading or incorrect information and reserves the right to audit all statements. If any firm attempts to falsify or misrepresent information to obtain certification, the firm may be disqualified from participation in any contracts for a period of up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, firms must update their existing SBE Vendor Application on or before the expiration date stated above. All information is subject to verification.

If there are any changes in your status that may impact your certification, you are required to update your account information online. A copy of your information can be viewed by logging into your Vendor Profile, and visiting the Small Business Certification tab.

Sincerely,
Sashi Muralidharan
SBE Administrator
Port of Long Beach

415 W. Ocean Blvd, Long Beach, CA 90802 Telephone (562) 283-7598 email: sbeprogram@polb.com

[◀ Back to Certified Vendors Search](#)

O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management

PB gen cert Certification

Approval Letter

Effective July 17, 2023 to July 17, 2026

Company

Company Name

O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management

Address

1055 W. 7th Street, 22nd Floor, Suite 2240

Los Angeles, California 90017

United States

Contact Name

Omone O. Livingston

Title

President & CEO

Email

omoneo@o2epcm.com

Phone

213-267-8284

Classifications

MBE

Minority-Owned Business Enterprise

DBE

Disadvantaged Business Enterprise

DGS

CA Dept of General Services Small Business

MICRO

CA Dept of General Services Micro Business

VSBE

Very Small Business Enterprise

SBE

Small Business Enterprise
CADIR
Registered DIR Public Works Contractor
WBE
Women-Owned Business Enterprise

Vendor Categories

90903

Administration of contracts: Summary of Work, Quality control, Project Closeout, etc.

91310

Construction: Airport Roadway, Runway and Taxiway

91356

Construction, Utility/Underground Projects

94031

Construction, Rail Station/Shop (Including Rehab., Maintenance and Repair)

94034

Construction, Transit Facility, Other (Including Rehab., Maintenance and Repair)

95935

Construction Services, General (Marine)

96156

Program/Project Development and Management Services

98914

Asphalt Sampling and Inspection Services

90714

Architectural Services, Non-Licensed (Not Otherwise Classified)

90735

Designing Services

20868

PROJECT MANAGEMENT

96121

COST ESTIMATING

91400

CONSTRUCTION SERVICES, TRADE (NEW CONSTRUCTION)

91806

ADMINISTRATIVE CONSULTING

91815

ARCHITECTURAL CONSULTING

91831

CONSTRUCTION CONSULTING

92500

ENGINEERING SERVICES

92544

GENERAL CONSTRUCTION: MANAGEMENT, SCHEDULING, COST

92561

LAND DEVELOPMENT AND PLANNING

96847

INSPECTION SERVICES, CONSTRUCTION TYPE

91842

ENGINEERING CONSULTING

91888

QUALITY ASSURANCE/CONTROL CONSULTING SERVICES

90740

Engineering Services

92658

Lead and Asbestos Inspection Services

91890

Strategic Technology Planning and Consulting

92672

Planning & Advisory Services, Environmental

90738

Drafting Services

95826

Construction Management Services

90600

ARCHITECTURAL SERVICES PROFESSIONAL

90607

ARCHITECT SERVICES, PROFESSIONAL

90625

Design Build Services

90650

INDUSTRIAL PROCESSES; QUALITY CONTROL

90657

LAND DEVELOPMENT AND PLANNING - ARCHITECTURAL

90664

PLANNING, URBAN (COMMUNITY, REGIONAL, AREA-WIDE, AND

90666

PLANNING, SITE (INSTALLATION AND PROJECT)

20969

PROJECT MANAGEMENT

91200

CONSTRUCTION SERVICES, GENERAL

91268

MANAGEMENT, CONSTRUCTION

91300

CONSTRUCTION SERVICES, HEAVY

91355

CONSTRUCTION, TUNNEL

91360

CONSTRUCTION, WATER SYSTEM, MAIN AND SERVICE LINE

Approved Certification Categories

541611

Administrative Management and General Management Consulting Services

541618

Other Management Consulting Services

541990

All Other Professional, Scientific and Technical Services

236210

Industrial Building Construction

236220

Commercial and Institutional Building Construction

237310

Highway, Street, and Bridge Construction

237990

Other Heavy and Civil Engineering Construction

Re: WBENC: Application Complete - O2EPCM, Inc. - Request to Expedite!

Omone Livingston <omoneo@o2epcm.com>

Fri 8/11/2023 3:47 PM

To:Women's Business Enterprise National Council WBENCLink <wbec-west@wbenclink.org>

Bcc:Omone Livingston <omoneo@o2epcm.com>

Thank you, Kelly. We appreciate you.

Have a wonderful weekend.

Blessings!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



O2EPCM, Inc.

Db a O2 Engineering, Projects & Construction Management

Certified SBE | WBE | WOSB | EDWOSB |

MBE | DBE | LBE | LSBE | CBE | SAM Registered

Office Locations:

Los Angeles: 1055 W. 7th Street, **22nd Floor, Suite 2240**, Los Angeles, CA 90017

Burbank: 2600 West Olive Avenue, 5th Floor, Suite 500, Burbank, CA 91505

San Diego: 10679 Westview Parkway, 2nd Floor, San Diego, CA 92126

Office: (213) 267-8800 | **Fax:** (213) 267-8801 | **Cell:** (213) 267-8284

Email: omoneo@o2epcm.com | **Website:** www.o2epcm.com

PLEASE NOTE CHANGE OF FLOOR AND SUITE NUMBER IN OUR LOS ANGELES OFFICE ADDRESS ABOVE

Caltrans District 7 Small Business Council Member

CMAA Foundation - Southern California - Board of Director

Architecture-Construction-Engineering (ACE) Mentor Program - Board of Director

CSUN Women in Science and Engineering (WISE) - Advisory Board Member

NAMC SoCal Chapter – Board Member



CONFIDENTIALITY:

This e-mail including attachment(s) contain confidential information which may be protected by federal privacy act. This e-mail, including attachment(s) intended to be transmitted only to the designated recipient(s) above. If you are not an intended recipient, please delete this e-mail including attachment(s) immediately and notify the sender at the e-mail address or phone number listed above. The unauthorized use (including contacting recipients without prior permission), dissemination, distribution, or reproduction of this e-mail and/or attachment(s), is strictly prohibited and may be punishable by law. Failure to adhere to this strict warning could result in legal action against any and all perpetrators. O2EPCM, Inc. reserves the right to prosecute perpetrators.

From: Women's Business Enterprise National Council WBENCLink <wbec-west@wbenclink.org>
Sent: Friday, August 11, 2023 7:24 AM
To: Omone Livingston <omoneo@o2epcm.com>
Subject: Re: WBENC: Application Complete - O2EPCM, Inc. - Request to Expedite!



Re: WBENC: Application Complete - O2EPCM, Inc. - Request to Expedite!

Omone -

Thank you for contacting support. I have forwarded your request to the certification team who will contact you directly.
Please let me know if you have any questions or require technical assistance.

Regards,
Kelly
Technical System Support

- > Hi Chiikajah,
- >
- > I hope you are doing well.
- >
- > We would greatly appreciate it if you could
- > expedite processing O2EPCM's WBE and WOSB certifications as
- > we are pursuing major projects that are requesting for
- > them. Also, our on-going projects are asking for our
- > renewal certificates.
- >
- > Please help!
- >

- > Thank you for understanding.
- > Blessings!
- >
- >
- >
- > Regards,
- >
- >
- >
- > Omoné O. Livingston, MSCE, CCM, ENV SP
- >
- > President & CEO
- >
- > [cid:dddc530-3f0e-4c2b-b161-aca9c55acd0a]
- >
- > Db a O2 Engineering, Projects & Construction
- > Management
- >
- > Certified SBE | WBE | WOSB | EDWOSB |
- >
- > MBE | DBE | LBE | LSBE | CBE | SAM Registered
- >
- >
- > Office Locations:
- > Los Angeles: 1055 W. 7th Street, 22nd Floor, Suite
- > 2240, Los Angeles, CA 90017
- > Burbank: 2600 West Olive Avenue, 5th Floor, Suite
- > 500, Burbank, CA 91505
- > San Diego: 10679 Westview Parkway, 2nd Floor, San
- > Diego, CA 92126
- >
- > Office: (213) 267-8800 | Fax: (213) 267-8801 |
- > Cell: (213) 267-8284
- > Email: omoneo@o2epcm.com
- > | Website: www.o2epcm.com
- >
- > PLEASE NOTE CHANGE OF FLOOR AND SUITE NUMBER IN
- > OUR LOS ANGELES OFFICE ADDRESS ABOVE
- >
- > Caltrans District 7 Small Business Council Member
- > CMAA Foundation - Southern California - Board of
- > Director
- > Architecture-Construction-Engineering (ACE) Mentor
- > Program - Board of Director
- > CSUN Women in Science and Engineering (WISE) -
- > Advisory Board Member
- > NAMC SoCal Chapter – Board Member
- > [Diagram Description automatically generated]
- > [Graphical user interface, application Description
- > automatically generated] [A picture containing graphical user
- > interface Description automatically generated]
- > [cid:f1b3c470-35a5-4c27-a9ba-7f6f2f9a7da6] [Graphical user interface, application
- > Description automatically generated] [A picture containing
- > diagram Description automatically generated] [Logo,
- > company name Description automatically generated] [A
- > picture containing text Description automatically
- > generated] [Graphical user interface, text, application

> Description automatically generated]
> [cid:b1920d51-d4fa-42f5-b16e-d6b471464985]
>
> CONFIDENTIALITY:
> This e-mail including attachment(s) contain
> confidential information which may be protected by federal
> privacy act. This e-mail, including attachment(s) intended
> to be transmitted only to the designated recipient(s)
> above. If you are not an intended recipient, please
> delete this e-mail including attachment(s) immediately
> and notify the sender at the e-mail address or phone
> number listed above. The unauthorized use (including
> contacting recipients without prior permission),
> dissemination, distribution, or reproduction of this e-mail
> and/or attachment(s), is strictly prohibited and may be
> punishable by law. Failure to adhere to this strict warning
> could result in legal action against any and all
> perpetrators. O2EPCM, Inc. reserves the right to prosecute
> perpetrators.
>
>
> _____
> From: Women's Business Enterprise National Council
>
> Sent: Wednesday, August 9, 2023 10:33 AM
> To: Omone Livingston
> Subject: WBENC: Application Complete
>
> [https://wbenc-
west.wbenclink.org//Upload/Customer/WBECWEST/Templates/WBECWest_letterhead.png]
>
> August 9, 2023
>
> RE: Notice of File Complete
>
> Omone Livingston
> O2EPCM, Inc. DBA O2 Engineering, Projects &
> Construction Management
> 1055 W. 7th Street
> 22nd Floor, Suite 2240
> Los Angeles, CA 90017
>
> Dear Omone Livingston:
>
> Thank you for submitting your application seeking
> certification as a Women's Business Enterprise (WBE) with the
> Women's Business Enterprise National Council (WBENC).
>
> This notice is to inform O2EPCM, Inc. DBA O2
> Engineering, Projects & Construction Management that your
> application is now complete and ready for committee review.
> Please note that during the Committee review process,
> there may be questions or additional documents requested
> in order to ascertain ownership and/or control.
>
> The remaining review process can take up to 90
> days from the date of this notice.

>
> Please do not hesitate to contact me for
> clarification if you have any questions.
>
>
> Sincerely,
>
> Chiikajah Boykin
> Certification Specialist
> 480-590-4738
> chiikajah@wbec-west.org
>
> Women's Business Enterprise Council-West
> Certification Management
> 1220 S. Alma School Rd, #204
> Mesa, Arizona 85210
> Phone: 480-962-0639
> Website: <https://wbec-west.wbenclink.org>
> Email:
> wbec-west@wbenclink.org
> This message was sent to: omoneo@o2epcm.com
> Sent on: 8/9/2023 12:33:05 PM
> System ReferenceID: 202611953
>

Customer Support
<https://wbec-west.wbenclink.org/>
Women's Business Enterprise Council - West WBENCLink2.0

Ticket Number: 2540458
##2540458%\$%

This message was sent to: omoneo@o2epcm.com
Sent on: 8/11/2023 9:24:01 AM
System ReferenceID: 202745304



WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

National Women's Business Enterprise Certification

to

O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council - West, a WBENC Regional Partner Organization.

Certification Granted: July 31, 2017

Expiration Date: July 31, 2023

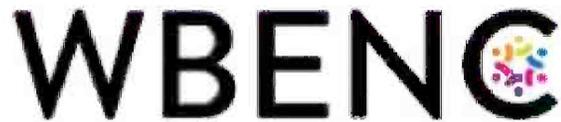
WBENC National Certification Number: WBE1701294

Authorized by Pamela Williamson, President & CEO Women's Business Enterprise Council - West



NAICS: 236220, 236115, 236116, 236117, 236118, 236210, 237110, 237310, 237990, 541310, 541330, 541350, 541611, 541614, 541618, 541620, 541990, 561110, 561210, 611430
UNSPSC: 72111000, 72111006, 72111008, 72111100, 72111101, 72111102, 72111103, 72111104, 72111105, 72121000, 72121005, 72121008, 72121100, 72121101, 72121104, 72121105, 72121300, 72121301, 72121302, 72121400, 72121401, 72121402, 72121403, 72121404, 72121405, 72121406, 72121407, 72121408, 72121409, 72121410, 72121500, 72121503, 72131500, 72131501, 72131600, 72131700, 72131701, 72131702, 77101600, 77101601, 77101604, 77101605, 80101500, 80101504, 80101510, 80101600, 80101601, 80101604, 80101605, 80101606, 80101607, 80101608, 80101609, 80101610, 80101611, 80101612, 80101613, 80101614, 80101615, 80101616, 80101617, 80101618, 80101619, 80101620, 80101621, 80101622, 80101623, 80101624, 80101625, 80101626, 80101627, 80101628, 80101629, 80101630, 80101631, 80101632, 80101633, 80101634, 80101635, 80101636, 80101637, 80101638, 80101639, 80101640, 80101641, 80101642, 80101643, 80101644, 80101645, 80101646, 80101647, 80101648, 80101649, 80101650, 80101651, 80101652, 80101653, 80101654, 80101655, 80101656, 80101657, 80101658, 80101659, 80101660, 80101661, 80101662, 80101663, 80101664, 80101665, 80101666, 80101667, 80101668, 80101669, 80101670, 80101671, 80101672, 80101673, 80101674, 80101675, 80101676, 80101677, 80101678, 80101679, 80101680, 80101681, 80101682, 80101683, 80101684, 80101685, 80101686, 80101687, 80101688, 80101689, 80101690, 80101691, 80101692, 80101693, 80101694, 80101695, 80101696, 80101697, 80101698, 80101699, 80101700, 80101701, 80101702, 80101703, 80101704, 80101705, 80101706, 80101707, 80101708, 80101709, 80101710, 80101711, 80101712, 80101713, 80101714, 80101715, 80101716, 80101717, 80101718, 80101719, 80101720, 80101721, 80101722, 80101723, 80101724, 80101725, 80101726, 80101727, 80101728, 80101729, 80101730, 80101731, 80101732, 80101733, 80101734, 80101735, 80101736, 80101737, 80101738, 80101739, 80101740, 80101741, 80101742, 80101743, 80101744, 80101745, 80101746, 80101747, 80101748, 80101749, 80101750, 80101751, 80101752, 80101753, 80101754, 80101755, 80101756, 80101757, 80101758, 80101759, 80101760, 80101761, 80101762, 80101763, 80101764, 80101765, 80101766, 80101767, 80101768, 80101769, 80101770, 80101771, 80101772, 80101773, 80101774, 80101775, 80101776, 80101777, 80101778, 80101779, 80101780, 80101781, 80101782, 80101783, 80101784, 80101785, 80101786, 80101787, 80101788, 80101789, 80101790, 80101791, 80101792, 80101793, 80101794, 80101795, 80101796, 80101797, 80101798, 80101799, 80101800, 80101801, 80101802, 80101803, 80101804, 80101805, 80101806, 80101807, 80101808, 80101809, 80101810, 80101811, 80101812, 80101813, 80101814, 80101815, 80101816, 80101817, 80101818, 80101819, 80101820, 80101821, 80101822, 80101823, 80101824, 80101825, 80101826, 80101827, 80101828, 80101829, 80101830, 80101831, 80101832, 80101833, 80101834, 80101835, 80101836, 80101837, 80101838, 80101839, 80101840, 80101841, 80101842, 80101843, 80101844, 80101845, 80101846, 80101847, 80101848, 80101849, 80101850, 80101851, 80101852, 80101853, 80101854, 80101855, 80101856, 80101857, 80101858, 80101859, 80101860, 80101861, 80101862, 80101863, 80101864, 80101865, 80101866, 80101867, 80101868, 80101869, 80101870, 80101871, 80101872, 80101873, 80101874, 80101875, 80101876, 80101877, 80101878, 80101879, 80101880, 80101881, 80101882, 80101883, 80101884, 80101885, 80101886, 80101887, 80101888, 80101889, 80101890, 80101891, 80101892, 80101893, 80101894, 80101895, 80101896, 80101897, 80101898, 80101899, 80101900, 80101901, 80101902, 80101903, 80101904, 80101905, 80101906, 80101907, 80101908, 80101909, 80101910, 80101911, 80101912, 80101913, 80101914, 80101915, 80101916, 80101917, 80101918, 80101919, 80101920, 80101921, 80101922, 80101923, 80101924, 80101925, 80101926, 80101927, 80101928, 80101929, 80101930, 80101931, 80101932, 80101933, 80101934, 80101935, 80101936, 80101937, 80101938, 80101939, 80101940, 80101941, 80101942, 80101943, 80101944, 80101945, 80101946, 80101947, 80101948, 80101949, 80101950, 80101951, 80101952, 80101953, 80101954, 80101955, 80101956, 80101957, 80101958, 80101959, 80101960, 80101961, 80101962, 80101963, 80101964, 80101965, 80101966, 80101967, 80101968, 80101969, 80101970, 80101971, 80101972, 80101973, 80101974, 80101975, 80101976, 80101977, 80101978, 80101979, 80101980, 80101981, 80101982, 80101983, 80101984, 80101985, 80101986, 80101987, 80101988, 80101989, 80101990, 80101991, 80101992, 80101993, 80101994, 80101995, 80101996, 80101997, 80101998, 80101999, 80102000





WOMEN'S BUSINESS ENTERPRISE NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

HEREBY GRANTS WOMAN OWNED SMALL BUSINESS (WOSB) CERTIFICATION TO

O2EPCM, Inc. DBA O2 Engineering, Projects & Construction Management

The identified small business is an eligible WOSB for the WOSB Program, as set forth in 13 C.F.R. part 127 and has been certified as such by an SBA approved Third Party Certifier pursuant to the Third Party Agreement, dated June 30, 2011, and available at www.sba.gov/wosb.

The WOSB Certification expires on the date herein unless there is a change in the SBA's regulation that makes the WOSB ineligible or there is a change in the WOSB that makes the WOSB ineligible. If either occurs, this WOSB Certification is immediately invalid. The WOSB must not misrepresent its certification status to any other party, including any local or State government or contracting official or the Federal government or any of its contracting officials.

NAICS: 236220, 236210, 237110, 237310, 237990, 541310, 541330, 541350, 541611, 541614, 541618, 541620, 541990, 561110, 561210, 611430
UNSPSC: 72111000, 72111006, 72111008, 72111100, 72111101, 72111102, 72111103, 72111104, 72111105, 72121000, 72121005, 72121008, 72121100, 72121101, 72121104, 72121105, 72121300, 72121301, 72121302, 72121400, 72121401, 72121402, 72121403, 72121404, 72121405, 72121406, 72121407, 72121408, 72121409, 72121410, 72121500, 72121503, 72131500, 72131501, 72131600, 72131700, 72131701, 72131702, 77101600, 77101601, 77101604, 77101605, 80101500, 80101504, 80101510, 80101600, 80101601, 80101602, 80101603, 80101604, 80101605, 80101606, 80101607, 80101700, 81101500, 81101505, 81101508, 81101509, 81101510, 81101511, 81101513, 81101515, 81101516, 81101519, 81101522, 81101523, 81101524, 81101527, 81101900, 81102200

Certification Number: WOSB171133



[Signature of Pamela Williamson, Ph.D.]

Pamela Williamson, Women's Business Enterprise Council - West President & CEO

[Signature of Pamela Prince-Eason]

Pamela Prince-Eason, WBENC President & CEO

[Signature of Laura Taylor]

Laura Taylor, WBENC Vice President

THIS CERTIFIES THAT

O2EPCM, Inc.

dba O2 Engineering, Projects & Construction Management



* Nationally certified by the: **SOUTHERN CALIFORNIA MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 541611; 541330; 236220; 236210; 237310; 561110; 541618; 561210; 541990; 541620

* Description of their product/services as defined by the North American Industry Classification System (NAICS)

08/10/2023

Issued Date

SC08348

Certificate Number

04/01/2024

Expiration Date

A handwritten signature in black ink, appearing to read "Ying McGuire".

**Ying McGuire
NMSDC CEO and President**

A handwritten signature in black ink, appearing to read "Virginia Gomez".

Virginia Gomez, President

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify - Develop, Connect, Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

Omone Livingston

From: samadmin@sam.gov
Sent: Friday, March 31, 2017 7:50 AM
To: Omone Livingston
Cc: Omone Livingston
Subject: Registration Activated for O2EPCM, Inc. / 080468823 / 7TUF3

This email was sent by an automated administrator. Please do not reply to this message.

Dear Omone Livingston,

Congratulations! The registration for O2EPCM, Inc. / 080468823 / 7TUF3 is now active in the U.S. federal government's System for Award Management (SAM). If you did not provide a CAGE code during the registration process, one has been assigned and is provided above.

You are now eligible for contracts, assistance awards, and to do business with the federal government as determined by your Entity's profile. Important: The Periodic Update Requirement Date for the registration is 04-MAR-18. You must renew the registration by this date to remain active.

In addition, you may continue to invite additional users by following the below steps:

- * Login to SAM using a valid Username and Password
- * Select "Manage Entity Users" from the left-hand navigation menu
- * Select "Invite User" from the left-hand navigation menu
- * Select the desired Entity
- * Provide invitee's email address
- * Assign Role(s) to be associated with the user account
- * Click Submit

All invitees will receive an email message from SAM with instructions on how to complete the process.

For assistance, please contact the Federal Service Desk at www.fsd.gov or by telephone at 866-606-8220 (toll free) or at 334-206-7828 (internationally).

Thank you,

The System for Award Management (SAM) Administrator [\\${EMAIL_URL_TO_SAM_HOMEPAGE}](#)



O2EPCM, INC. ● Active Registration

Unique Entity ID:
LLJ6FAFFACC8

Doing Business As:
**O2 ENGINEERING, PROJECTS &
CONSTRUCTION MANAGEMENT**

Purpose of Registration:
All Awards

Expiration Date

Jun 14, 2024

CAGE/NCAGE:
7TUF3

Physical Address:
**1055 W 7TH ST STE 2240
LOS ANGELES, CA 90017-2799
USA**



APPLICATION FOR PUBLIC WORKS CONTRACTOR REGISTRATION

Registration Information

Type: Public Works

Period: 07/01/2022 06/30/2025

Contractor Information

Contractor Name: O2EPCM, INC.

Trade Name: O2 ENGINEERING, PROJECTS & CONSTRUCTION MANAGEMENT

License Type Number: 1000051932

Contractor Physical Address

Physical Business Country: United States of America

Physical Business City/ Province: LOS ANGELES

Physical Business Address: 1055 W. 7TH STREET, 33RD FLOOR

Physical Business State: CA

Physical Business Postal Code: 90017

Contractor Mailing Address

Mailing Country: United States of America

Mailing City /Province: LOS ANGELES

Mailing Address: 1055 W. 7TH STREET, 33RD FLOOR

Mailing State: CA

Mailing Postal Code: 90017

Contact Info

Daytime Phone:

Daytime Phone Ext.:

Mobile Phone:

Business Email: omoneo@o2epcm.com

Applicant's Email: omoneo@o2epcm.com

Workers' Compensation

Professional Employer Organization (PEO)

Do you lease employees through Professional Employer Organization? No

Workers' Compensation Overview

Carrier: RLI INSURANCE COMPANY
Policyholder Name: O2EPCM, INC.
Policy Number: PSW0004020
Inception Date: 08/07/2022
Expiration Date: August 7, 2023

Certification

Yes I certify that I do not have any delinquent liability to an employee or the state for any assessment of back wages or related damages, interest, fines, or penalties pursuant to any final judgment, order, or determination by a court or any federal, state, or local administrative agency, including a confirmed arbitration award

I certify that the contractor is not currently debarred under Section 1777.1 or under any other federal or state law providing for the debarment of contractors from public works.

Yes I certify that one of the following is true: (1) I am licensed by the Contractors State License Board (CSLB) in accordance with Chapter 9 (commencing with Section 7000) of the Business and Professions Code; or (2) my business or trade is not subject to licensing by the CSLB.

I understand refunds are not authorized

I, Omoné Oshiomogie Livingston, the undersigned, am , O2EPCM, INC. with the authority to act for and on behalf of the above named contractor. I certify under penalty of perjury that all of the above information provided is true and correct. I further acknowledge that any untruthful information provided in this application could result in the certification being canceled.

I certify this on: 8:25 PM

Legal Entity Information

Legal Entity Type: Corporation

Name: O2EPCM, INC.



Home > Messages > Client Grades and Requirements

[Clients](#)
 [Scorecard/Requirements](#)
 [Conformance Deadlines](#)

SORT GRADE BY

Southern California Edison ▾

Safety Tier 1 Reserve ▾

Scorecard



Qualified - Recommended to use this contractor to conduct Safety Tier 1 work

[Grading Details](#)

Grade Since 06/08/2020

[View Questionnaire Buckets](#)

Grade Component	Status	Points	Edit
Safety Culture	Exceptional	20 / 20	
Health and Safety Performance	Exceptional	40 / 40	
Fatalities	No fatalities reported in the past 3 years	0 / 0	
Experience Modifier	Rate is 1.00	10 / 10	
Site Tracker	Status is Not Applicable	0 / 0	
Written Safety Programs	RAVS score is 100	30 / 30	
Positive Variable (No Negative Grade Impact - SCE Team Use Only)	Positive Variable (No Negative Grade Impact - SCE Team Use Only) grade Not Submitted (System)	0 / 35	
At Risk Safety Variable (SCE Team Use Only)	At Risk Safety Variable (SCE Team Use Only) grade Not Submitted (System)	0 / 0	
Total		100 / 135	

Requirements

Required Item	Requirement	View / Edit
<input checked="" type="checkbox"/> General Questionnaire	Required	
<input checked="" type="checkbox"/> Southern California Edison Questionnaire	Required	
<input checked="" type="checkbox"/> United States Questionnaire	Required	
<input checked="" type="checkbox"/> Acknowledgement Form	Required	
Evaluation Reports	If Applicable	
<input checked="" type="checkbox"/> Experience Modifier Documents	Required	
<input checked="" type="checkbox"/> OSHA Forms	Required	
<input checked="" type="checkbox"/> Owner Specific Documents	Required	
<input checked="" type="checkbox"/> RAVS Written Program	Required	
Site Tracker	If Applicable	
<input checked="" type="checkbox"/> SubTracker	Required	



PMCS Group, Inc.

PMCS Group has been providing project and construction management services since 2005. Our professionals have experience in design oversight, construction management, inspection services, green technologies, team organization, and project strategies.

Information

ID
22524

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:30:00 AM - 5:00:00 PM

Email
notifications@pmcsgroup.net (mailto:notifications@pmcsgroup.net)

Phone
562-498-0808

Fax
562-498-8787

Admin
Violene Azar notifications@pmcsgroup.net (mailto:notifications@pmcsgroup.net)

Addresses

Website
<http://www.pmcsgroup.net> (http://www.pmcsgroup.net)

Business/Billing
**2800 E. Pacific Coast Hwy Suite 160
Long Beach, CA 90804
United States
(<https://www.google.com/maps?q=2800%20E.%20Pacific%20Coast%20Hwy%20Suite%20160%0ALong%20Beach%2C%20CA%2090804%0AUnited%20States>)**

Summary

	54131 Architectural Services 54133 Engineering Services 54136 Geophysical Surveying and Mapping Services 54138 Testing Laboratories 54141 Interior Design Services 54149 Other Specialized Design Services 54151 Computer Systems Design and Related Services 54161 Management Consulting Services 54169 Other Scientific and Technical Consulting Services 55111 Management of Companies and Enterprises 54162 Environmental Consulting Services 22111 Electric Power Generation 22112 Electric Power Transmission, Control, and Distribution 22121 Natural Gas Distribution 22131 Water Supply and Irrigation Systems 22133 Steam and Air-Conditioning Supply 23891 Site Preparation Contractors 23811 Poured Concrete Foundation and Structure Contractors 23731 Highway, Street, and Bridge Construction 23822 Commercial and Institutional Building Construction 23839 Other Building Finishing Contractors 23812 Structural Steel and Precast Concrete Contractors 23835 Finish Carpentry Contractors 23821 Electrical Contractors 23822 Plumbing, Heating, and Air-Conditioning Contractors 23712 Oil and Gas Pipeline and Related Structures Construction 23621 Industrial Building Construction 23799 Other Heavy and Civil Engineering Construction 23899 All Other Specialty Trade Contractors 23711 Water and Sewer Line and Related Structures Construction 23819 Other Foundation, Structure, and Building Exterior Contractors 23713 Power and Communication Line and Related Structures Construction 23721 Land Subdivision 54132 Landscape Architectural Services 54134 Drafting Services 54135 Building Inspection Services 54137 Surveying and Mapping (except Geophysical) Services 54142 Industrial Design Services 54143 Graphic Design Services 56111 Office Administrative Services 56121 Facilities Support Services 22132 Sewage Treatment Facilities 541519 Other Computer Related Services 541612 Human Resources Consulting Services 541613 Marketing Consulting Services 541618 Other Management Consulting Services 221210 Natural Gas Distribution 221310 Water Supply and Irrigation Systems 541380 Testing Laboratories 221111 Hydroelectric Power Generation 221112 Fossil Fuel Electric Power Generation 221121 Electric Bulk Power Transmission and Control 221122 Electric Power Distribution 541370 Surveying and Mapping (except Geophysical) Services 221330 Steam and Air-Conditioning Supply 237110 Water and Sewer Line and Related Structures Construction 237120 Oil and Gas Pipeline and Related Structures Construction 541410 Interior Design Services 221114 Other Electric Power Generation 236210 Industrial Building Construction 236220 Commercial and Institutional Building Construction 541360 Geophysical Surveying and Mapping Services 237210 Land Subdivision 541490 Other Specialized Design Services 221320 Sewage Treatment Facilities 236116 New Multifamily Housing Construction (except Operative Builders) 237130 Power and Communication Line and Related Structures Construction 561110 Office Administrative Services 236116 New Single-Family Housing Construction (except Operative Builders) 541430 Graphic Design Services 237890 Other Heavy and Civil Engineering Construction 237310 Highway, Street, and Bridge Construction 221115 Wind Electric Power Generation 221116 Geothermal Electric Power Generation 221117 Biomass Electric Power Generation 221118 Other Electric Power Generation 541613 Computer Facilities Management Services 541611 Administrative Management and General Management Consulting Services 541614 Process, Physical Distribution, and Logistics Consulting Services 541330 Engineering Services 541350 Building Inspection Services 541890 All Other Professional, Scientific, and Technical Services 541420 Industrial Design Services 541320 Landscape Architectural Services 541690 Other Scientific and Technical Consulting Services 541620 Environmental Consulting Services 541310 Architectural Services 541340 Drafting Services 221113 Nuclear Electric Power Generation 561210 Facilities Support Services
NAICS Codes	
Certifications	DBE, WBE, LBE (Harbor), SBE (Proprietary)
California Entity Number	C2761097
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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Report 

CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddiacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/p_lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhk9b2_4&_afriLooop=283827353828)

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Search Returned 1 Records

Fri Sep 22 12:28:34 PDT 2023

Query Criteria

Certification Types: DBE

Firm Name: pmcs

Firm ID 41204
DBA Name PMCS GROUP, INC.
Firm Name PMCS GROUP, INC.
Address Line1 2600 E. PACIFIC COAST HIGHWAY
Address Line2 SUITE 180
City LONG BEACH
State CA
Zip Code1 90804
Zip Code2
Mailing Address
Line1
Mailing Address
Line2
Mailing City
Mailing State
Mailing Zip
Code1
Mailing Zip
Code2
Certification
Type DBE
Email vazar@pmcsgroup.net
Contact Name VIOLENE AZAR
Area Code 562
Phone Number 498-0808
Extension
Alt Area Code
Alt Phone
Number
Extension
Fax Area Code 562
Fax Phone
Number 498-8787
Agency Name LOS ANGELES COUNTY METRO TRANSPORTATION AUTHORITY (MTA)
Counties 00;
Districts 00;
DBE NAICS 541611; 561110;
ACDBE NAICS

Work Codes	C8770 CONSTRUCTION MANAGEMENT; C8714 CONSULTANT, PROJECT MANAGEMENT/ BUSINESS ADMIN; C8700 CONSULTANT, NON ENGINEERING;
Licenses	
Trucks	
Gender	F
Ethnicity	CAUCASIAN
Firm Type	DBE

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1418600

Legal Business Name:

PMCS GROUP, INC

Doing Business As (DBA) Name 1:

PMCS GROUP INC

Doing Business As (DBA) Name 2:

Address:

2600 E. PACIFIC COAST HWY, SUITE 160

LONG BEACH

CA 90804

Email Address:

wazar@pmcsgroup.net

Business Web Page:

www.pmcsgroup.net

Business Phone Number:

562/498-0808

Business Fax Number:

562/498-8787

Business Types:

Service

Certification Type	Status	From	To
SB	Approved	08/03/2022	08/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors February 09, 2023

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Violene Azar, President
PMCS GROUP INC.
2600 E PACIFIC COAST HWY STE 160
LONG BEACH, CA 90804-1532

Vendor #: 164470
Certification
Record #: 093438

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear Violene Azar,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **February 28, 2025**.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



Psomas

Psomas is a full-service consulting firm that provides sustainably engineered solutions to public and private sector clients. Markets served include transportation, water, land development, and energy.

Information

ID
2284

Registered As
Prime & Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 9:00:00 AM - 5:00:00 PM

Email
lmarketing@psomas.com (mailto:lmarketing@psomas.com)

Phone
213-223-1400

Fax
213-223-1444

Admin
Gina Rowe lmarketing@psomas.com (mailto:lmarketing@psomas.com)

Addresses

Website
<https://www.psomas.com> (<https://www.psomas.com>)

Business/Billing
885 S. Figueroa Street, Suite 3200
Los Angeles, CA 90017
United States
(<https://www.google.com/maps?q=885%20S.%20Figueroa%20Street%2C%20Suite%203200%0ALos%20Angeles%2C%20CA%2090017%0AUnited%20States>)

Mailing
555 South Flower Street Suite 4300
Los Angeles, CA 90071
USA
(<https://www.google.com/maps?q=555%20South%20Flower%20Street%20Suite%204300%0ALos%20Angeles%2C%20CA%2090071%0AUSA>)

Summary

NAICS Codes
54151 Computer Systems Design and Related Services
51919 All Other Information Services
51821 Data Processing, Hosting, and Related Services
541370 Surveying and Mapping (except Geophysical) Services
82410 Administration of Air and Water Resource and Solid Waste Management Programs
541380 Geophysical Surveying and Mapping Services
541611 Administrative Management and General Management Consulting Services
541330 Engineering Services
541690 Other Scientific and Technical Consulting Services
541620 Environmental Consulting Services

Certifications
LBE (LA), LBE (Harbor), OBE

California Entity Number

Non-Profit No

Sole Proprietor No

State or Professional License Numbers

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CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)
Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)
Business Tax Resources

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RSCA Corporation dba Redwood Resources or dba Resource Solutions of CA

Information

ID
109693

Registered As
Prime & Sub

Hours of Operation

Email

Phone
3103567619

Fax

Admin
Schenae Rourk srourk@redwoodresources.net (mailto:srourk@redwoodresources.net)

Addresses

Website

Business/Billing
6425 Green Valley Circle, 306
Culver City, CA 90230
United States
(<https://www.google.com/maps?q=6425%20Green%20Valley%20Circle%2C%20306%0ACulver%20City%2C%20CA%2090230%0AUnited%20States>)

Summary

NAICS Codes	54182 Public Relations Agencies 541613 Marketing Consulting Services 541618 Other Management Consulting Services 541611 Administrative Management and General Management Consulting Services
Certifications	DBE, EBE, LBE (LA), MBE, SLB, WBE, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)
California Entity Number	
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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CITY OF LOS ANGELES

- City of Los Angeles (<https://www.lacity.org>)
- Mayor's Office of Karen Bass (<http://www.lamayor.org>)
- Open Data (<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)
- Bond Assistance Program
- Building Permits (<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

- Business Source Centers (<https://ewddlacity.com/index.php/local-business/businesssource-centers>)
- Business Tax Resources (<https://finance.lacity.org/>)
- Minority Business Development Agency (<https://www.mbda.gov/>)
- Office of Small Business (<https://business.lacity.org/>)
- City of Los Angeles Green Business Program (https://www.lacitysan.org/san/faces/home/p_lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=2836273538268)

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Business & Contact Information

BUSINESS NAME	RSCA Corporation, DBA Resource Solutions of CA, Redwood Resources
OWNER	Schenaë Rourk
ADDRESS	6425 GREEN VALLEY CIR. UNIT 306 Unit 306 CULVER CITY, CA 90230-7619 [map]
PHONE	310-356-7619
FAX	310-000-0000
EMAIL	srourk@redwoodresources.net
WEBSITE	http://www.redwoodresources.net
ETHNICITY	Black American
GENDER	Female
COUNTY	Los Angeles (CA)

Certification Information

CERTIFYING AGENCY	Los Angeles County Metropolitan Transportation Authority
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	Strategic marketing, public relations, photography, labor and contract compliance services

Commodity Codes

Code	Description
NAICS 541613	Marketing consulting services
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541612	Human Resources Consulting Services
NAICS 541618	Other Management Consulting Services
NAICS 541820	Public relations agencies

NAICS 541910	Marketing Research and Public Opinion Polling
NAICS 541921	Photography studios, portrait
NAICS 561110	Office Administrative Services
NAICS 561499	All Other Business Support Services

Additional Information

WORK DISTRICTS/REGIONS	All work districts/regions
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	43794

Business & Contact Information

BUSINESS NAME	RSCA Corporation, DBA Redwood Resources DBA Resource Solutions OF CA
OWNER	Schenaë Rourk
ADDRESS	6425 Green Valley Circle Unit 306 Culver City, CA 90232 [map]
PHONE	310-356-7619
EMAIL	srourk@redwoodresources.net
WEBSITE	http://www.redwoodresources.net
ETHNICITY	Asian Pacific American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	MBE - Minority Business Enterprise
EXPIRATION DATE	11/15/2025
CERTIFIED BUSINESS DESCRIPTION	Outreach, public participation, vetting, marketing outreach, focus groups, public awareness, contact compliance, public relations, community relations

Commodity Codes

Code	Description
SIC 8742	Marketing Consulting
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541611	Administrative management consulting services
NAICS 541611	Business management consulting services
NAICS 541611	Business start-up consulting services
NAICS 541611	General management consulting services

NAICS 541611	Strategic planning consulting services
NAICS 541613	Marketing consulting services
NAICS 541613	Marketing Consulting Services
NAICS 541613	Marketing management consulting services
NAICS 541613	Sales management consulting services
NAICS 541614	Efficiency management (i.e., efficiency expert) consulting services
NAICS 541618	Other Management Consulting Services
SIC 7389	Business Support Services, Except Telephone Answering, Telemarketing Bureaus, Private Mail Centers, and Repossession Services

Additional Information

VON NUMBER

15030053

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2023419

Legal Business Name:

RSCA Corporation

Doing Business As (DBA) Name 1:

Redwood Resources

Doing Business As (DBA) Name 2:

Redwood Solution of CA

Address:

6425 Green Valley Circle

306

CA

Culver City

CA 90230

Email Address:

srourk@redwoodresources.net

Business Web Page:

www.redwoodresources.net

Business Phone Number:

310/356-7619

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	01/05/2022	01/31/2024
SB-PW	Approved	01/05/2022	01/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Business & Contact Information

BUSINESS NAME	RSCA Corporation, DBA Redwood Resources DBA Resource Solutions OF CA
OWNER	Schenaë Rourk
ADDRESS	6425 Green Valley Circle Unit 306 Culver City, CA 90232 [map]
PHONE	310-356-7619
EMAIL	srourk@redwoodresources.net
WEBSITE	http://www.redwoodresources.net
ETHNICITY	Asian Pacific American
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	11/15/2025
CERTIFIED BUSINESS DESCRIPTION	Outreach, public participation, vetting, marketing outreach, focus groups, public awareness, contact compliance, public relations, community relations

Commodity Codes

Code	Description
SIC 8742	Marketing Consulting
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541611	Administrative management consulting services
NAICS 541611	Business management consulting services
NAICS 541611	Business start-up consulting services
NAICS 541611	General management consulting services

NAICS 541611	Strategic planning consulting services
NAICS 541613	Marketing consulting services
NAICS 541613	Marketing Consulting Services
NAICS 541613	Marketing management consulting services
NAICS 541613	Sales management consulting services
NAICS 541614	Efficiency management (i.e., efficiency expert) consulting services
NAICS 541618	Other Management Consulting Services
SIC 7389	Business Support Services, Except Telephone Answering, Telemarketing Bureaus, Private Mail Centers, and Repossession Services

Additional Information

VON NUMBER

15030053



SSC Inc

SSC Inc is a full-service program/project/construction management and engineering firm. Our mission is to provide solutions-based services to help clients deliver projects across a diverse portfolio.

Information

ID
208484

Registered As
Prime & Sub

Hours of Operation
Saturday, Sunday : 8:00:00 AM - 5:00:00 PM

Email
sam.sowko@sscinc.us (mailto:sam.sowko@sscinc.us)

Phone
510-292-7869

Fax

Admin
Samuel Sowko marketing@ssconsultantsinc.com (mailto:marketing@ssconsultantsinc.com)

Addresses

Website
<https://www.sscinc.us> (https://www.sscinc.us)

Business/Billing
1 Avenue of the Palms Suite 16B
San Francisco, CA 94130
United States
(<https://www.google.com/maps?q=1%20Avenue%20of%20the%20Palms%20Suite%2016B%0ASan%20Francisco%2C%20CA%2094130%0AUnited%20States>)

Mailing
1 Avenue of the Palms Suite 16B
San Francisco, CA 94130
United States
(<https://www.google.com/maps?q=1%20Avenue%20of%20the%20Palms%20Suite%2016B%0ASan%20Francisco%2C%20CA%2094130%0AUnited%20States>)

Summary

NAICS Codes	54133 Engineering Services
Certifications	EBE, SBE (LA), SBE (Proprietary), VSBE (Harbor)
California Entity Number	4704671
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	
Annual Revenue Range **	Under 1 M
Employees Range **	Under 20
Work History **	Project/Program/Design and Construction Management Roles
Previous Contracts **	Caltrans, Bay Area Rapid Transit , Etc

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CITY OF LOS ANGELES

City of Los Angeles
(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/pish-es/s-ish-es-si/s-ish-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=263627353628)

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To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2023308

Legal Business Name:

SSC Inc

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

344 Thomas L Berkley Way #L7

California

Oakland

CA 94612

Email Address:

sam.sowko@sscinc.us

Business Web Page:

Business Phone Number:

510/292-7869

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	03/27/2023	03/31/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



Nexus AEC, LLC dba TITAN AEC

Professional consulting firm providing services for building information modeling (BIM), virtual design & construction (VDC), LIDAR, geographical information systems (GIS), project management, program management, and staff augmentation

Information

ID
46201

Registered As
Sub

Hours of Operation
Monday, Tuesday, Wednesday, Thursday, Friday : 8:00:00 AM – 5:30:00 PM

Email
sbaadkar@titanaec.com (mailto:sbaadkar@titanaec.com)

Phone
310-651-6867

Fax

Admin
Shobhit Baadkar sbaadkar@titanaec.com (mailto:sbaadkar@titanaec.com)

Addresses

Website
<https://www.titanaec.com> (https://www.titanaec.com)

Business/Billing
833 W. 5th Street, 28th Floor
Los Angeles, CA 90071
United States
(<https://www.google.com/maps?q=633%20W.%205th%20Street%2C%2028th%20Floor%0ALos%20Angeles%2C%20CA%2090071%0AUnited%20States>)

Mailing
833 W. 5th Street, 28th Floor
Los Angeles, CA 90071
United States
(<https://www.google.com/maps?q=633%20W.%205th%20Street%2C%2028th%20Floor%0ALos%20Angeles%2C%20CA%2090071%0AUnited%20States>)

Summary

NAICS Codes	54131 Architectural Services 54133 Engineering Services 54134 Drafting Services 54137 Surveying and Mapping (except Geophysical) Services 541519 Other Computer Related Services 519190 All Other Information Services 541511 Custom Computer Programming Services 541513 Computer Facilities Management Services 541330 Engineering Services
Certifications	DBE, EBE, MBE, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)
California Entity Number	201028910023
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	
Ethnicity**	Asian / Pacific Islander
Gender of Majority Owner**	Male
Industry	Architectural, Engineering, and Related Services
Business Structure	LLC

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<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>

Bond Assistance Program

Building Permits
<https://ladbs.org/services/core-services/plan-check-permit>

BUSINESS SERVICES

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<https://ewddiacity.com/index.php/local-business/businesssource-centers>

Business Tax Resources
<https://finance.lacity.org/>

Minority Business Development Agency
<https://www.mbda.gov/>

Office of Small Business
<https://business.lacity.org/>

City of Los Angeles Green Business Program
https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhke9b2_4&_afriLoop=293627353826

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Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net



CALIFORNIA UNIFIED CERTIFICATION PROGRAM

May 23, 2022

CUCP# 51071
Metro File #9308

Mr. Shobhit Baadkar
Nexus AEC, LLC DBA Titan AEC
633 W. 5th Street
26th Floor
Los Angeles, CA 90071

Subject: Disadvantaged Business Enterprise Certification

Dear Mr. Shobhit Baadkar:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 541512: COMPUTER SYSTEMS DESIGN SERVICES
NAICS 541340: DRAFTING SERVICES
NAICS 541511: CUSTOM COMPUTER PROGRAMMING SERVICES
NAICS 541513: COMPUTER FACILITIES MANAGEMENT SERVICES
NAICS 611420: COMPUTER TRAINING

Your DBE certification applies only for the above code(s). You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP website at <https://dot.ca.gov/programs/civil-rights/dbe-search>. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations, and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

A handwritten signature in black ink, appearing to read 'R-O' with a stylized flourish.

Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2027072

Legal Business Name:

Nexus AEC, LLC

Doing Business As (DBA) Name 1:

TITAN AEC

Doing Business As (DBA) Name 2:

Address:

633 W 5TH ST FL 26

LOS ANGELES

CA 90071-2053

Email Address:

sbaadkar@titanaec.com

Business Web Page:

<https://titanaec.com>

Business Phone Number:

310/651-6867

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	02/25/2022	02/29/2024
SB-PW	Approved	02/25/2022	02/29/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors March 30, 2022

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

SHOBHIT BAADKAR, CEO & Managing Principal
NEXUS AEC, LLC
633 W 5TH ST FL 26
LOS ANGELES, CA 90071-2053

Vendor #: 204948
Certification
Record #: 091879

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear SHOBHIT BAADKAR,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **February 29, 2024**.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors March 02, 2023

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Shobhit Baadkar
NEXUS AEC, LLC
633 W 5TH ST FL 26
LOS ANGELES, CA 90071-2053

CBE I.D. # 091980
Status: DBE/MBE

Dear Shobhit Baadkar,

Congratulations! Your firm has been certified as an eligible participant in the County of Los Angeles Community Business Enterprise (CBE) Program with the designated participation status identified above. Your certification expires on March 31, 2025.

You will be included in the Los Angeles County CBE listing. The County's CBE listing is utilized by County departments, public agencies, private-sector prime and subcontractors to meet subcontracting goals. To request the most current CBE listing, email CBESBE@dcba.lacounty.gov.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



Metro

May 23, 2022

Metro File #9308

Mr. Shobhit Baadkar
Nexus AEC, LLC DBA Titan AEC
633 W. 5th Street
26th Floor
Los Angeles, CA 90071

Subject: Small Business Enterprise Certification

Dear Mr. Shobhit Baadkar:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541512: COMPUTER SYSTEMS DESIGN SERVICES
NAICS 541340: DRAFTING SERVICES
NAICS 541511: CUSTOM COMPUTER PROGRAMMING SERVICES
NAICS 541513: COMPUTER FACILITIES MANAGEMENT SERVICES
NAICS 611420: COMPUTER TRAINING

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz

Home > My Business Profile



Company Details



Triunity, Inc.



User Management

Compliance Documents

Certification

NAICS Codes and Licenses

Bookmarks

BIP Management

Related Opportunities

RAMP Support

Information

ID
109404

Hours of Operation

Email

Phone
(303) 953-0320 (tel:3039530320)

Address

Website

Business/Billing
633 17th Street, Suite 1500
Denver, CO 80202

Mailing

Registered as a
Prime & Sub

Non-Profit
No

Sole Proprietor
No

Business Structure

Certification
DBE MBE

BTRC Number
City of LA Business Tax Registration Certificate Number

Tax ID
76-0747545

California Entity Number

License Numbers

Owner's Ethnicity**

Gender of Majority Owner**

Other Identifying Info**

Annual Revenue**

Annual Revenue Range**

Number of Employees**

Number of Employees Range**

Industry Worked In

Business History

Work History**

Previous Contracts**

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(<https://www.lacity.org>)

Mayor's Office of Karen Bass
(<http://www.lamayor.org>)

Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mdba.gov/>)

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Business & Contact Information

BUSINESS NAME	Triunity, Inc.
OWNER	Mr. Marvin Thomas
ADDRESS	633 17th Street Suite 1500 Denver, CO 80202-3661 [map]
PHONE	720-543-0919
FAX	000-000-0000
EMAIL	monica.romero@triunityeng.com
WEBSITE	http://www.triunityeng.com
ETHNICITY	Black American
GENDER	Male
COUNTY	Denver (CO)

Certification Information

CERTIFYING AGENCY	California Department of Transportation
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	ENGINEERING SERVICES

Commodity Codes

Code	Description
NAICS 541330	Engineering services
CA WCC C8710	ENGINEERING
CA WCC C8730	SAFETY STUDIES
CA WCC C8765	DRAFTING
CA WCC C8800	CONSTRUCTION ESTIMATING & COSTING
CA WCC C8840	INTERMODAL PLANNING
CA WCC I7374	INTELLIGENT TRANSPORTATION SYSTEMS(ITS)

CA WCC 17378	COMPUTER MAINTENANCE & REPAIR
CA WCC 17380	MISC BUSINESS SERVICES
NAICS 236220	Commercial and Institutional Building Construction
NAICS 237110	Water and Sewer Line and Related Structures Construction
NAICS 237120	Oil and Gas Pipeline and Related Structures Construction
NAICS 237130	Power and Communication Line and Related Structures Construction
NAICS 237310	Highway, Street, and Bridge Construction
NAICS 488210	Support Activities for Rail Transportation
NAICS 541340	Drafting services
NAICS 541350	Building Inspection Services
NAICS 541511	Custom Computer Programming Services
NAICS 541512	Computer Systems Design Services
NAICS 541519	Other Computer Related Services
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services
NAICS 541690	Other Scientific and Technical Consulting Services
NAICS 541990	All Other Professional, Scientific, and Technical Services

Additional Information

WORK DISTRICTS/REGIONS	All work districts/regions
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	35763

VSCE, Inc.

Information

ID
35920

Registered As
Prime & Sub

Hours of Operation

Email

Phone
510-835-5001

Fax
510-899-0799

Admin
Jesus Vargas jvargas@vsceinc.com
(<mailto:jvargas@vsceinc.com>)

Addresses

Website
<http://www.vsceinc.com> (<http://www.vsceinc.com>)

Business/Billing
827 Broadway Unit 340
Oakland, CA 94607
USA
(<https://www.google.com/maps?q=827%20Broadway%20Unit%20340%20Oakland%2C%20CA%2094607%20USA>)

Summary

NAICS Codes

541219 Other Accounting Services
541618 Other Management Consulting Services
541430 Graphic Design Services
541930 Translation and Interpretation Services
541513 Computer Facilities Management Services
541611 Administrative Management and General Management Consulting Services
541330 Engineering Services
541350 Building Inspection Services
541990 All Other Professional, Scientific, and Technical Services
541820 Public Relations Agencies
541340 Drafting Services

Certifications

DBE, MBE, SBE (Proprietary)

California Entity Number

Non-Profit

No

Sole Proprietor

No

State or Professional License Numbers

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Report 

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(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbda.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysant.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afrcL.oop=2836273538268)

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Business & Contact Information

BUSINESS NAME	VSCE, Inc.
OWNER	Mr. Jesus Vargas
ADDRESS	1610 Harrison Street, Suite E West OAKLAND, CA 94612 [map]
PHONE	510-835-5001
FAX	510-899-0799
EMAIL	info@vsceinc.com
WEBSITE	http://www.vsceinc.com
ETHNICITY	Hispanic American
GENDER	Male
COUNTY	Alameda (CA)

Certification Information

CERTIFYING AGENCY	California Department of Transportation
CERTIFICATION TYPE	DBE - Disadvantaged Business Enterprise
CERTIFIED BUSINESS DESCRIPTION	Engineering services

Commodity Codes

Code	Description
CA WCC C8707	FEASIBILITY STUDIES
CA WCC C8711	COMPUTER
CA WCC C8712	PUBLIC RELATIONS
CA WCC C8715	CONSULTANT, ENGINEERING
CA WCC C8720	CIVIL ENGINEERING
CA WCC C8770	CONSTRUCTION MANAGEMENT
CA WCC C8771	CONSTRUCTION MANAGEMENT – COMMERCIAL AND INSTITUTIONAL BUILDING CONSTRUCTION

CA WCC C8773	CONSTRUCTION MANAGEMENT – HIGHWAY, STREET, AND BRIDGE CONSTRUCTION
CA WCC C8776	CONSTRUCTION MANAGEMENT – OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION
CA WCC C8802	CONSTRUCTION SCHEDULING
CA WCC C8850	TRAFFIC MANAGEMENT/ OPERATIONS
CA WCC I8760	TRANSPORTATION PLANNING
NAICS 541330	Engineering services
NAICS 541340	Drafting services
NAICS 541350	Building inspection services
NAICS 541430	Graphic design services
NAICS 541611	Administrative Management and General Management Consulting Services
NAICS 541618	Other Management Consulting Services
NAICS 541820	Public relations agencies
NAICS 541930	Translation and Interpretation Services
NAICS 541990	All Other Professional, Scientific, and Technical Services

Additional Information

WORK DISTRICTS/REGIONS	Alameda, Contra Costa, Los Angeles, Monterey, Napa, Sacramento, San Francisco, San Joaquin, Santa Clara, Santa Cruz, Solano, Sonoma, Stanislaus
CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER	34787



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90012-2952

213.922.2000 Tel
metro.net

May 16, 2022

Metro File #5750

Mr. Jesus Vargas
VSCE, Inc.
1610 Harrison Street, Suite E West
OAKLAND, CA 94612

Subject: Small Business Enterprise Certification

Dear Mr. Jesus Vargas:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541330: ENGINEERING SERVICES
NAICS 541340: DRAFTING SERVICES
NAICS 541350: BUILDING INSPECTION SERVICES
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541820: PUBLIC RELATIONS AGENCIES
NAICS 561110: OFFICE ADMINISTRATIVE SERVICES
NAICS 611430: PROFESSIONAL AND MANAGEMENT DEVELOPMENT TRAINING

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 39283

Legal Business Name:

VSCE INC

Doing Business As (DBA) Name 1:

VSCE INC

Doing Business As (DBA) Name 2:

Address:

1610 Harrison Street

Suite E West

OAKLAND

CA 94612

Email Address:

info@vsceinc.com

Business Web Page:

Business Phone Number:

510/835-5001

Business Fax Number:

510/899-0799

Business Types:

Service

Certification Type	Status	From	To
SB	Approved	05/20/2022	05/31/2024

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Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATION EXPIRATION DATE: **May 16, 2025**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***VSCE, Inc.
Minority Business Enterprise (MBE)***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on- site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at (800) 359-7998.

VON: 7CN00002

DETERMINATION DATE: May 16, 2022

Watearth

Information

ID
47820

Registered As
Sub

Hours of Operation

Email

Phone
2132484554

Fax
8005193774

Admin
Jennifer J. Walker jwalker@watearth.com (<mailto:jwalker@watearth.com>)

Addresses

Website
<http://www.watearth.com> (<http://www.watearth.com>)

Business/Billing
3371 Glendale Blvd. Suite 101
Los Angeles, CA 90039
USA
(<https://www.google.com/maps?q=3371%20Glendale%20Blvd.%20Suite%20101%0ALos%20Angeles%2C%20CA%2080039%0AUSA>)

Summary

NAICS Codes	541330 Engineering Services 541990 All Other Professional, Scientific, and Technical Services 541320 Landscape Architectural Services 541890 Other Scientific and Technical Consulting Services 541820 Environmental Consulting Services 562910 Remediation Services
Certifications	DBE, EBE, WBE, LGBTB, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)
California Entity Number	
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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Report 

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City of Los Angeles
(<https://www.lacity.org>)
Mayor's Office of Karen Bass
(<http://www.lamayor.org>)
Open Data
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)
Bond Assistance Program
Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddiacity.com/index.php/local-business/businesssource-centers>)
Business Tax Resources
(<https://finance.lacity.org/>)
Minority Business Development Agency
(<https://www.mdba.gov/>)
Office of Small Business
(<https://business.lacity.org/>)
City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/portal/s-lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afrcLoop=28382735382680798#!)

A SERVICE BROUGHT TO YOU BY

Business & Contact Information

BUSINESS NAME **Watearth, Inc.**

OWNER **Ms. Jennifer Walker**

ADDRESS **3371 Glendale Blvd, Suite 101**
Suite 101
Los Angeles, CA 90039 [\[map\]](#)

PHONE **213-248-4554**

FAX **800-519-3774**

EMAIL jwalker@watearth.com

WEBSITE <http://www.watearth.com>

ETHNICITY **Caucasian**

GENDER **Female**

COUNTY **Alameda (CA)**

Certification Information

CERTIFYING AGENCY **California Department of Transportation**

CERTIFICATION TYPE **DBE - Disadvantaged Business Enterprise**

CERTIFIED BUSINESS DESCRIPTION **CONSULTANT, ENGINEERING; CIVIL ENGINEERING; ENGINEERING- HYDROLOGY; ENVIRONMENTAL - WATER QUALITY; Engineering services; Other Scientific and Technical Consulting Services**

Commodity Codes

Code	Description
CA WCC C8715	CONSULTANT, ENGINEERING
CA WCC C8720	CIVIL ENGINEERING
CA WCC C8781	ENGINEERING- HYDROLOGY
CA WCC C8794	ENVIRONMENTAL - WATER QUALITY
NAICS 541330	Engineering services

NAICS 541690

Other Scientific and Technical Consulting Services

Additional Information

WORK DISTRICTS/REGIONS

All work districts/regions

CUCP PUBLIC DIRECTORY
CERTIFICATION NUMBER

39015

Business & Contact Information

BUSINESS NAME	Watearth, Inc.
OWNER	Ms. Jennifer Walker
ADDRESS	3371 Glendale Blvd, Suite 101 Los Angeles, CA 90039 [map]
PHONE	510-214-2279
FAX	800-519-3774
EMAIL	jwalker@watearth.com
WEBSITE	http://www.watearth.com
ETHNICITY	White
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	LGBTBE - LGBT Business Enterprise
EXPIRATION DATE	3/22/2025
CERTIFIED BUSINESS DESCRIPTION	Civil Engineering-water resources, hydology/hydraulics, drainage, stormwater management, sustainable stormwater, green infrastructure

Commodity Codes

Code	Description
SIC 8711	Engineering Services
NAICS 541320	Architectural services, landscape
NAICS 541320	Landscape architectural services
NAICS 541330	Acoustical engineering consulting services
NAICS 541330	Civil engineering services
NAICS 541330	Engineering services
NAICS 541330	Environmental engineering services

NAICS 541620	Environmental consulting services
NAICS 541620	Environmental Consulting Services
NAICS 541690	Hydrology consulting services
NAICS 541690	Other Scientific and Technical Consulting Services

Additional Information

VON NUMBER **16000310**

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2008494

Legal Business Name:

Watearth Inc.

Doing Business As (DBA) Name 1:

Watearth Incorporated

Doing Business As (DBA) Name 2:

Address:

3371 Glendale Blvd.

Suite 208

Los Angeles

CA 90039

Email Address:

jwalker@watearth.com

Business Web Page:

[Http://www.watearth.com](http://www.watearth.com)

Business Phone Number:

213/248-4554

Business Fax Number:

800/519-3774

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	10/06/2021	10/31/2023

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Business & Contact Information

BUSINESS NAME	Watearth, Inc.
OWNER	Ms. Jennifer Walker
ADDRESS	3371 Glendale Blvd, Suite 101 Los Angeles, CA 90039 [map]
PHONE	510-214-2279
FAX	800-519-3774
EMAIL	jwalker@watearth.com
WEBSITE	http://www.watearth.com
ETHNICITY	White
GENDER	Female

Certification Information

CERTIFYING AGENCY	Supplier Clearinghouse
CERTIFICATION TYPE	WBE - Women Business Enterprise
EXPIRATION DATE	3/22/2025
CERTIFIED BUSINESS DESCRIPTION	Civil Engineering-water resources, hydology/hydraulics, drainage, stormwater management, sustainable stormwater, green infrastructure

Commodity Codes

Code	Description
SIC 8711	Engineering Services
NAICS 541320	Architectural services, landscape
NAICS 541320	Landscape architectural services
NAICS 541330	Acoustical engineering consulting services
NAICS 541330	Civil engineering services
NAICS 541330	Engineering services
NAICS 541330	Environmental engineering services

NAICS 541620	Environmental consulting services
NAICS 541620	Environmental Consulting Services
NAICS 541690	Hydrology consulting services
NAICS 541690	Other Scientific and Technical Consulting Services

Additional Information

VON NUMBER **16000310**

WEFAS Architecture

Information

ID
106899

Registered As
Prime & Sub

Hours of Operation

Email

Phone
3108826270

Fax

Admin
JULIA CONTALDO
contaldo@wefasarchitecture.com
(mailto:contaldo@wefasarchitecture.com)

Addresses

Website

Business/Billing
2279 W 28TH ST
Los Angeles, CA 90018-2535
United States
(<https://www.google.com/maps?q=2279%20W%2028TH%20ST%0ALos%20Angeles%2C%20CA%2090018-2535%0AUnited%20States>)

Summary

NAICS Codes	54131 Architectural Services 54141 Interior Design Services 54149 Other Specialized Design Services 54181 Management Consulting Services 54182 Environmental Consulting Services 54134 Drafting Services 54143 Graphic Design Services
Certifications	DBE, EBE, LBE (LA), WBE, SBE (LA), LBE (Harbor), SBE (Proprietary), VSBE (Harbor)
California Entity Number	
Non-Profit	No
Sole Proprietor	No
State or Professional License Numbers	

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Building Permits
(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers
(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

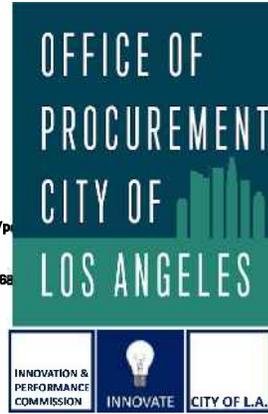
Business Tax Resources
(<https://finance.lacity.org/>)

Minority Business Development Agency
(<https://www.mbdba.gov/>)

Office of Small Business
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLloop=2838273538288)

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- Company Details
- User Management
- Compliance Documents
- Certification**
- NAICS Codes and Licenses
- Bookmarks
- BIP Management
- Related Opportunities
- RAMP Support

For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca.certifications@lacity.org (<mailto:bca.certifications@lacity.org>)

Certification

+ Add Certification



Certification

City of Los Angeles Harbor Expired Certifications

NAICS Codes and Licenses

Bookmarks

BIP Management

Related Opportunities

RAMP Support

Name	Status	Expiration Date
LBE: LOCAL BUSINESS ENTERPRISE (HARBOR)	Verified	
VSBE: VERY SMALL BUSINESS ENTERPRISE (HARBOR)	Verified	11/30/2024

CITY OF LOS ANGELES

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- Office of Small Business (<https://business.lacity.org/>)
- City of Los Angeles Green Business Program (https://www.lacitysan.org/san/faces/home/p_lsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afLoop=2836273538268)

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CALIFORNIA UNIFIED CERTIFICATION PROGRAM (CUCP)



May 5, 2020

Julia Contaldo
WEFAS Architecture
2279 W 29th Street
Los Angeles, CA 90018

RE: DISADVANTAGED BUSINESS ENTERPRISE (DBE) CERTIFICATION APPROVAL
CUCP File No. - 48596

Dear Ms. Contaldo:

We are pleased to advise you that after careful review of your application and supporting documentation, the City of Los Angeles has determined that your firm meets the eligibility standards to be certified as a **Disadvantaged Business Enterprise (DBE)** as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended.

Your firm will be listed in the California Unified Certification Program (CUCP) database of certified ACDBE/DBEs and the City of Los Angeles DBE/MBE/WBE directory under the following specific area(s) of expertise:

<u>NAICS Codes</u>	<u>Description</u>
541310	Architectural Services
541340	Drafting Services
541410	Interior Design Services

Your DBE certification applies only for the above codes. You may review your firm's information in the CUCP ACDBE/DBE database, which can be accessed at the California Unified Certification Program's website at <https://dot.ca.gov/programs/business-and-economic-opportunity> and the City of Los Angeles ACDBE/DBE/MBE/WBE database at <http://bca.lacity.org>. Any additions and revisions must be submitted to the City of Los Angeles for review and approval.

In order to assure continuing DBE status, you must submit an "Annual Update Declaration" form with supporting documentation, which will be sent to you. Based on your annual submission that no change in ownership and control has occurred, or if changes have occurred, they do not affect your firm's DBE standing, the DBE certification of your firm will continue until or unless it is removed by our agency.

Also, should any changes occur that could affect your certification status prior to receipt of the Declaration, such as changes in your firm's name, business/ mailing address, ownership, management, or control, or failure to meet the applicable business size standards or personal net worth standard, please notify us immediately. DBE certification is subject to review at any time. Failure to submit forms and/or change of information will be deemed as failure to cooperate under Section 26.109 of the Regulations.

WEFAS Architecture

May 5, 2020

Page 2

Your DBE certification status will be honored by all of the U.S. DOT recipients in California.

For information on City of Los Angeles contracting opportunities, please register at <http://LABAVN.org>.

If your company is registered in LABAVN, our office will add this approved certification and all other appropriate certifications in your company profile.

If you have not registered, please go to <http://LABAVN.org> and register your company. You will need to add a request for this approved certification in your company profile. Our office will verify this certification in your LABAVN profile.

Should you have any questions, please contact Angela Tumbucon at (213) 847-2665, or e-mail at angela.tumbucon@lacity.org.

Sincerely,



SOPHY TZENG, Compliance Program Manager I
OCC, Certification, Outreach, Regulations, and Enforcement Section
Bureau of Contract Administration

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CALIFORNIA



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and
Director

BUREAU OF
CONTRACT ADMINISTRATION

1149 S. BROADWAY, SUITE 300
LOS ANGELES, CA 90015
(213) 847-1922

<http://bca.lacity.org>

May 5, 2020

Julia Contaldo
WEFAS Architecture
2279 W 29th St.
Los Angeles, CA 90018

RE: WOMEN BUSINESS ENTERPRISE (WBE) CERTIFICATION APPROVAL
CCA File No. - 13102

Dear Ms. Contaldo:

Based on a thorough review of the submitted documents, we are pleased to inform you that your firm has been certified as a **Women Business Enterprise (WBE)** and has been placed in the City of Los Angeles ACDBE/DBE/MBE/WBE directory as a firm specializing in:

<u>NAICS Codes</u>	<u>Description</u>
541310	Architectural Services
541340	Drafting Services
541410	Interior Design Services

You may review your firm's information in the City of Los Angeles ACDBE/DBE/MBE/WBE database at <http://bca.lacity.org>. Any additions and revisions must be submitted for review and approval.

This certification will continue until or unless it is removed by our agency. If there are any changes in ownership, control, or structure of your firm, you are required to notify this office of those changes in writing. Also, please include your file number on each page of correspondence relating to these matters.

The City reserves the right to withdraw this certification if at any time it is determined certification was knowingly obtained by false, misleading or incorrect information. The City also reserves the right to request additional information and/or conduct on site visits at any time during the certification period to verify any documentation submitted with your application. By accepting certification, the firm of **WEFAS Architecture** hereby consents to the examination of its books, records and documents by the City.

For information on City of Los Angeles contracting opportunities, please register at <http://LABAVN.org>.

Make sure you count - Census 2020 - Visit <https://census.lacity.org/> to learn more.

AN EQUAL EMPLOYMENT OPPORTUNITY - AFFIRMATIVE ACTION EMPLOYER



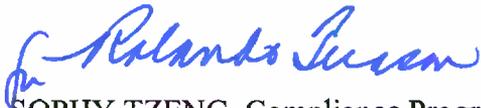
WEFAS Architecture
May 5, 2020
Page 2

If your company is registered in LABAVN, our office will add this approved certification and all other appropriate certifications in your company profile.

If you have not registered, please go to <http://LABAVN.org> and register your company. You will need to add a request for this approved certification in your company profile. Our office will verify this certification in your LABAVN profile.

Should you have any questions, please contact Angela Tumbucon at (213) 847-2665, or e-mail at angela.tumbucon@lacity.org.

Sincerely,



SOPHY TZENG, Compliance Program Manager I
Certification, Outreach, Regulations, and Enforcement Section
Bureau of Contract Administration





Metro

June 29, 2020

Metro File #8673

Ms. Julia Contaldo
WEFAS Architecture
2279 W 29th St
Los Angeles, CA 90018

Subject: Small Business Enterprise Certification

Dear Ms. Julia Contaldo:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541310: ARCHITECTURAL SERVICES
NAICS 541340: DRAFTING SERVICES
NAICS 541410: INTERIOR DESIGN SERVICES
NAICS 541430: GRAPHIC DESIGN SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors February 13, 2023

Hilda L. Solis
First District

Holly J. Mitchell
Second District

Lindsey P. Horvath
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Janice Hahn
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Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

JULIA CONTALDO
WEFAS ARCHITECTURE INC
2279 W 29TH ST
LOS ANGELES, CA 90018-2535

CBE I.D. # 093139
Status: WBE/DBE

Dear JULIA CONTALDO,

Congratulations! Your firm has been certified as an eligible participant in the County of Los Angeles Community Business Enterprise (CBE) Program with the designated participation status identified above. Your certification expires on June 29, 2025.

You will be included in the Los Angeles County CBE listing. The County's CBE listing is utilized by County departments, public agencies, private-sector prime and subcontractors to meet subcontracting goals. To request the most current CBE listing, email CBESBE@dcba.lacounty.gov.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

320 W. Temple St., Room G-10, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



U.S. Small Business
Administration

www.sba.gov/wosbready

Women Owned Small Business Federal Contracting Program | 409 Third St. SW | WDC 20416

3/1/2021

Julia Contaldo
WEFAS ARCHITECTURE, INC.
2279 W 29TH ST
LOS ANGELES, CA 90018

Dear Julia Contaldo:

Congratulations! Your firm has been certified as an Economically Disadvantaged Women-Owned Small Business (EDWOSB) by the U.S. Small Business Administration's (SBA) for the Women-Owned Small Business Federal Contract Program (WOSB Program), as set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR).

In order to maintain your certification, your firm is required to annually attest to meeting the WOSB Program requirements set forth in Title 13, Part 127 of the Code of Federal Regulations (CFR). This annual attestation must be submitted within 30 days of the anniversary date of your certification, which is the date on this letter. Additionally, your firm must undergo a program examination every three years conducted by SBA or a third-party certifier. Instructions for maintaining EDWOSB certification are available at 13 CFR 127.400 and at beta.Certify.sba.gov.

Your firm must immediately notify SBA of any material changes that could affect its eligibility. 13 CFR 127.401. This notification must be in writing and must be uploaded into the firm's profile in beta.Certify.sba.gov. Your firm must not misrepresent its EDWOSB certification status to any other party, including any local or State government contracting official or the Federal government or any of its contracting officials.

As a certified EDWOSB, there are valuable free resources available to you. These include:

- SBA Resource Partners: For general assistance on various topics, information on SBA programs, and upcoming small business events in your area. You can find your local resource partner by visiting: <https://www.sba.gov/tools/local-assistance>.
- WOSB website: For specific resources on government contracting and the WOSB Federal Contracting Program, please visit: <https://www.sba.gov/wosbready>.
- SBA's 7(j) Program: EDWOSB firms may also be eligible for 7(j) management and technical assistance by contacting their local SBA district office please visit: <https://www.sba.gov/tools/local-assistance>.

If you have general questions regarding the WOSB Program, you may submit them to the SBA via the help tab at <https://beta.certify.sba.gov/help/> or check the SBA web site, www.sba.gov/wosbready.

Wishing you much success!

Sincerely,

Thomas J. McGrath

Thomas McGrath
Deputy Director
Office of Government Contracting



ZT Consulting Group, Inc.

Information

ID
91569

Registered As
Sub

Hours of Operation

Email
marketing@ztcgrp.com (mailto:marketing@ztcgrp.com)

Phone
6267147181

Fax
8183696867

Admin
Farzad Tasbihgoo marketing@ztcgrp.com (mailto:marketing@ztcgrp.com)

Addresses

Website
http://www.ztcgrp.com (http://www.ztcgrp.com)

Business/Billing
1041 E Green Street, Suite 204
Pasadena, CA 91108
United States
(https://www.google.com/maps?q=1041%20E%20Green%20Street%20Suite%20204%0APasadena%20CA%2091108%0AUnited%20States)

Summary

NAICS Codes	54133 Engineering Services 54138 Testing Laboratories 54161 Management Consulting Services 54169 Other Scientific and Technical Consulting Services 23731 Highway, Street, and Bridge Construction 23799 Other Heavy and Civil Engineering Construction 54135 Building Inspection Services
Certifications	EBE, SBE (LA), LBE (Harbor), SBE (Proprietary), OBE, VSBE (Harbor)
California Entity Number	
Non-Profit	No
Sole Proprietor	No

State or Professional License Numbers

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BUSINESS SERVICES

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(https://ewddlacity.com/index.php/local-business/businesssource-centers)
- Business Tax Resources
(https://finance.lacity.org/)
- Minority Business Development Agency
(https://www.mbdba.gov/)
- Office of Small Business
(https://business.lacity.org/)
- City of Los Angeles Green Business Program
(https://www.lacitysan.org/san/faces/home/portal/s-lsh-es/s-lsh-es-sl/s-lsh-es-sl-gbc?)

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To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 1771015

Legal Business Name:

ZT CONSULTING GROUP INC.

Doing Business As (DBA) Name 1:

ZT CONSULTING GROUP INC.

Doing Business As (DBA) Name 2:

ZT CONSULTING GROUP INC.

Address:

1041 E Green Street

204

PASADENA

CA 91106

Email Address:

farzad@ztcgrp.com

Business Web Page:

www.ztcgrp.com

Business Phone Number:

626/714-7181

Business Fax Number:

818/369-6867

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	06/01/2022	05/31/2024

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Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors

July 07, 2022

Hilda L. Solis
First District

FARZAD TASBIHGOO
ZT CONSULTING GROUP, INC.
1041 E GREEN ST STE 204
PASADENA, CA 91106-2417

Vendor #: 177587
Certification
Record #: 092655

Holly J. Mitchell
Second District

Sheila Kuehl
Third District

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Janice Hahn
Fourth District

Dear FARZAD TASBIHGOO,

Kathryn Barger
Fifth District

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **May 31, 2024**.

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO

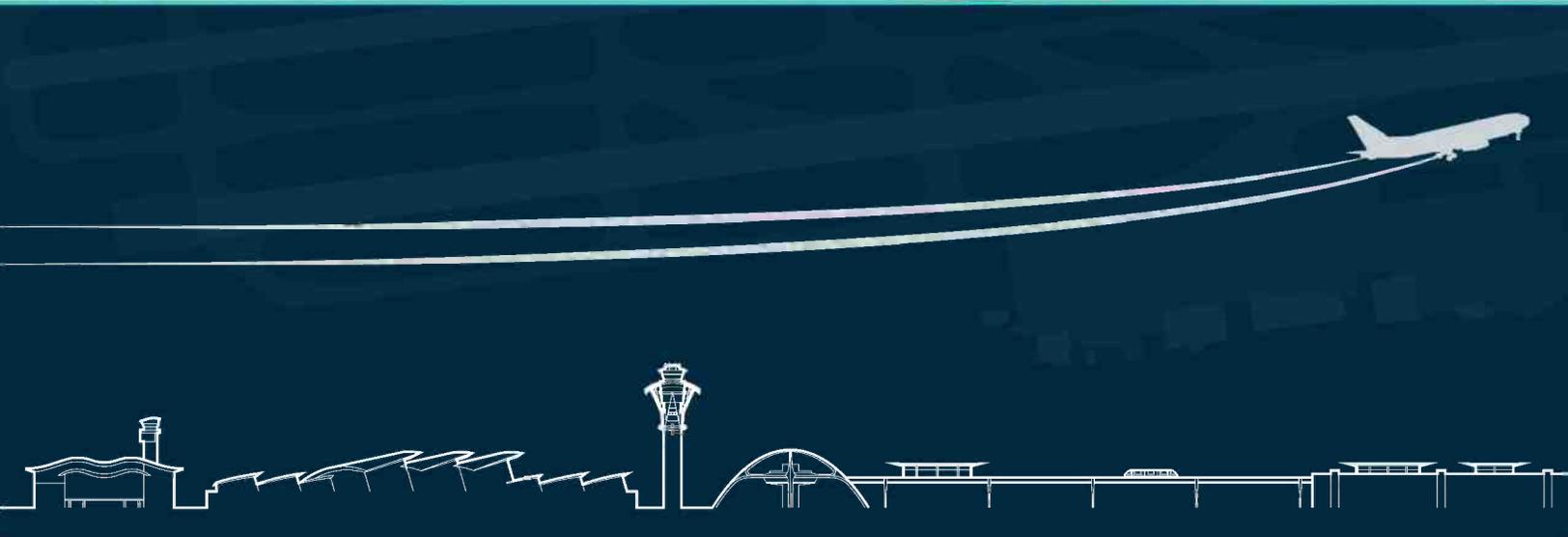
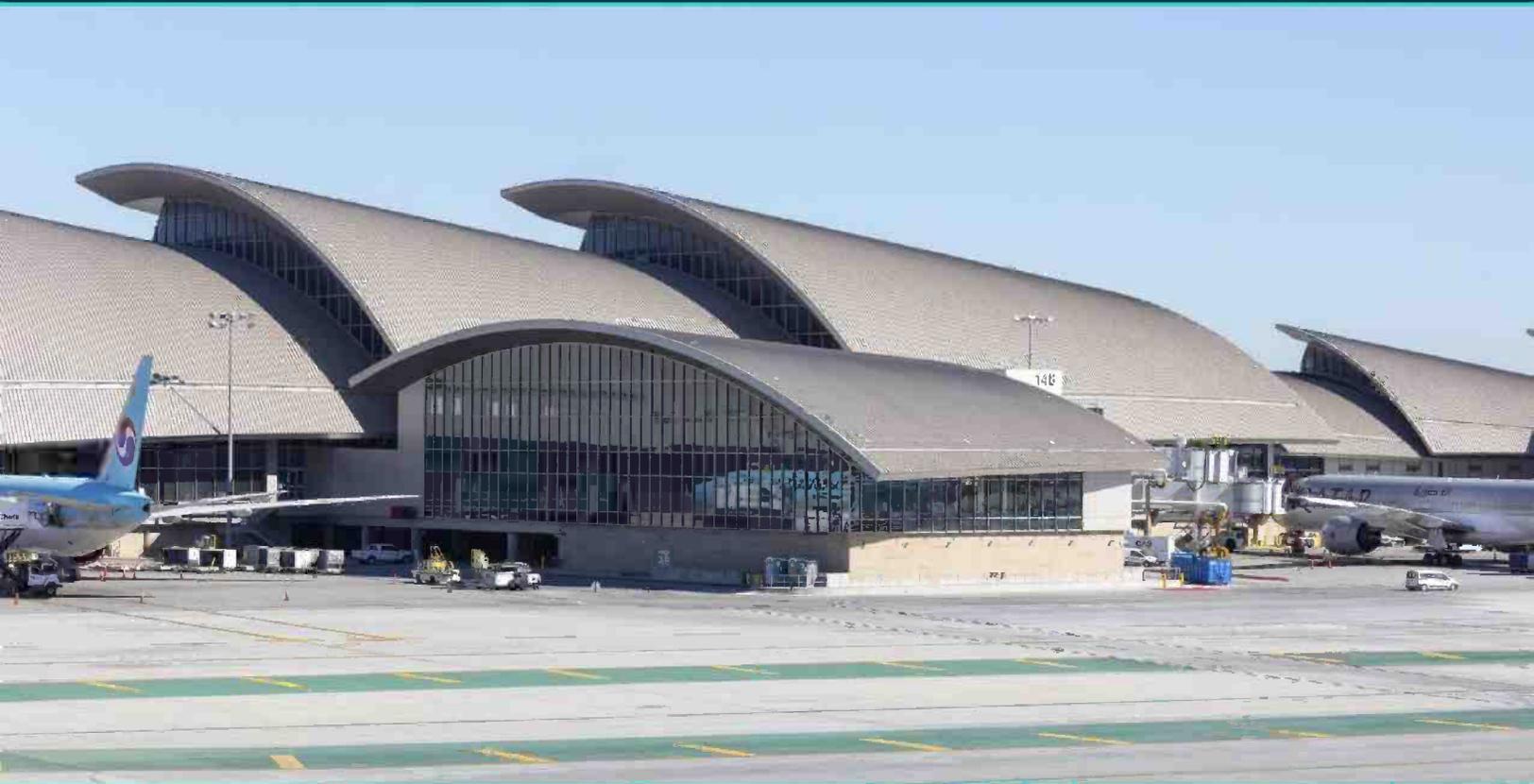


dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

PART A - SECTION 3

Conflict of Interest Disclosure Form





FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory Management, LLC (dba Anser Advisory, Part of Accenture)
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	N/A
Representative Name:	Sunil Mallaiah, Principal-in-Charge, Senior Vice President
Representative Contact Details:	714.276.1135, sunil.mallaiah@anseradvisory.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

No conflict(s) to disclose.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	3QC Inc.
Representative Name:	Jim Ogden
Representative Contact Details:	JOgden@3QCinc.com; (916) 208-3937

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory Management, LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	A1 Management & Inspection Inc.
Representative Name:	Corey Harris
Representative Contact Details:	charris@a1mi.com 323-691-9623

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

A1 Management & Inspection Inc. is a certified micro-business in accordance with section 5.2.3. Exceptions for Participation on Multiple Applicant Teams of the RFQ.

A1 Management & Inspection Inc is :

a. An Applicant, Member, or Sub-Consultant that:

- i. qualifies as a Microbusiness;**
- ii. provides specialty services that, are not widely available in the market; (Specialized Quality Program Management Services, CASp Specialist (ADA Compliance), SharePoint development and data management solutions)**
- iii. able to demonstrate operational independence from such other firm(s), as evidenced through separate corporate governance, decision-making, or other indicia of functional independence,**

We hereby submit this request for LAWA's approval to participate on more than one Applicant team.

Nicole Wolf

From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Sent: Thursday, September 7, 2023 12:19 PM
To: Corey Harris
Subject: RE: Request for Approval to Participate on multiple teams

Hi Corey –

We wanted to make you aware of the following highlighted language that will need to be adhered to relative to your firm's status as a Microbusiness. (We know you sent your certifications already as a matter of process for the initial approval of your submitted Form 2, but we just need to confirm that you received the revised language below.)

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same), within 30 days following the date of execution of any Contract between the Applicant and LAWA. If submitting a completed application for certification, firms shall provide LAWA the completed certification (or if not approved, confirmation that the application has been rejected) promptly after the firm's receipt of a response, and in no event later than 12 months following the date of execution of the Contract (unless the certification is unavoidably delayed for reasons outside the firm's control).

Please confirm receipt of this email accordingly.

Thank you.

From: TDGPROCUREMENT
Sent: Monday, August 28, 2023 1:46 PM
To: 'Corey Harris' <charris@a1mi.com>
Subject: RE: Request for Approval to Participate on multiple teams

Hi Corey,

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same, if certification is unavoidably delayed) no later than 12 months following the date of execution of any Contract between the Applicant and LAWA.

Thank you,

Amy Imamura
Director of Economic Impact & Transformation
The Development Group
Los Angeles World Airports
424.646.7578

From: Corey Harris <charris@a1mi.com>
Sent: Tuesday, August 1, 2023 3:06 PM
To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Subject: Request for Approval to Participate on multiple teams

This message originated from an external email system. Exercise caution.

Greetings Esyah,

I hope this email finds you well.

I'm submitting the attached Form 2 for review and approval.

Please let me know if this is the proper means and methods. I included the names of all the firms A1 Managment & Inspection Inc (A1MI) has teamed up with so far. If you prefer a separate form for each firm please let me know.

Hope to hear from you soon

Best Regards,

Corey Harris,
Business Development Manager



SBE/DBE/LBE/LSBE/WOB
(M) 323-691-9623
<http://a1mi.com/>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Airport Design Consultant, Inc. (ADCI)
Representative Name:	Cedrick A. Johnson PE - President
Representative Contact Details:	P: 410 - 465 - 9600 E: cjohnson@adci-corp.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Abadjis Systems Ltd dba ASLPM
Representative Name:	Saif Elbanna
Representative Contact Details:	858.336.7577 - selbanna@aslpm.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>Abadjis Systems Ltd dba ASLPM has no conflicts of interest to disclose</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Casamar Group, LLC
Representative Name:	Joe Garcia, PE, QSP / Principal
Representative Contact Details:	Phone: (661) 254-2373 Email: jgarcia@casamargroup.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>Not Applicable</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Chrysalis Consulting, LLC dba Chrysalis Global Aviation
Representative Name:	Suzanne Phelps, Managing Member
Representative Contact Details:	suzanne.phelps@chrysalisglobal.com 317.506.4545

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>NONE</p>



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Quest Project Controls, Inc. DBA CM Solutions (CMS)
Representative Name:	Robyn Coates, President & CEO
Representative Contact Details:	Robyn@theCMSolution.com; cell: 626-893-2643

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

CM Solutions is currently participating in the following contracts at LAWA, for which we are not clear if there is a conflict of interest. We request either an exception to participate on all these contracts, or advise as to conflict so we can take appropriate action.

- DA-5262: TBIT Core & APM Interface; CMS is subcontractor to Austin Commercial; we provide scheduling services
- DA-5521: Airline Rates; subcontractor to Landrum & Brown; we provide scheduling services
- Subcontractor to HDR for ATMP for PM/CM Services; we will be provide scheduling services (contract number unknown; we have not yet signed an agreement)

Margrit Lehmann

From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Sent: Wednesday, September 20, 2023 9:02 AM
To: Margrit Lehmann
Cc: Robyn Coates
Subject: RE: Please review for conflict of Interest (Form 2 for MATOC for Professional Services)

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Margrit –

LAWA has reviewed your Form 2 and has made the following determinations:

- DA-5262: TBIT Core & APM Interface; CMS is subcontractor to Austin Commercial; we provide scheduling services –TBIT CORE WILL BE COMPLETE BEFORE THIS CONTRACT IS AWARDED. ON THE APM, LAWLA CAN MANAGE ANY CONFLICTS VIA TASK ORDERS, SO NO CONFLICT.
- DA-5521: Airline Rates; subcontractor to Landrum & Brown; we provide scheduling services – NO CONFLICT
- Subcontractor to HDR for ATMP for PM/CM Services; we will be provide scheduling services (contract number unknown; we have not yet signed an agreement) – NO CONFLICT

Thank you.

From: Margrit Lehmann <MargritLehmann@thecmsolution.com>
Sent: Tuesday, September 12, 2023 4:50 PM
To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Cc: Robyn Coates <robyn@thecmsolution.com>
Subject: Please review for conflict of Interest (Form 2 for MATOC for Professional Services)

This message originated from an external email system. Exercise caution.

Hello,

Please see the attached Form 2. CM Solutions is proposing as a prime (a Joint Venture) for the MATOC for Program Services. We are currently participating on a few other contracts at LAWA, for which we are not clear if there is a conflict of interest. We request either an exception to participate on all these contracts, or advise as to conflict so we can take appropriate action.

Best regards,

Margrit Lehmann *Business Manager*
[m] 626.379.9387 | [o] 626.639.2813, ext. 703

 114 W. Colorado Blvd | Monrovia, CA 91016
www.theCMSolution.com

[Link to Upload Secure Files.](#)

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Conaway Geomatics
Representative Name:	Shannon Conaway, PLS
Representative Contact Details:	714.486.0258 x 1; sconaway@conawaygeo.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>Conaway Geomatics is teamed with several teams submitting proposals for this work. We have no other conflicts.</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	THE CONVERSE PROFESSIONAL GROUP, dba Converse Consultants
Representative Name:	Siva Sivathasan, PhD, PE, GE
Representative Contact Details:	626.930.1275 / ksivathasan@converseconsultants.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Converse has carefully reviewed Section 7 of the RFQ for MATOC for Program Services. We know of no potential conflict of interest or circumstances that may give the appearance of a potential conflict of interest. Should a concern arise, Converse will submit as promptly as possible a statement indicating the nature of the conflict.

We have read and understand the Prohibitions under 7.2; Presumptions Regarding Conflicts under 7.3; and understand that should there be any questions regarding the applicability of these conflict-of-interest requirements, we must direct specific questions to TDGProcurement@lawa.org, on or before the deadline for submission of questions.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Cordoba Corporation
Representative Name:	Michael Boomsma, PE, CCM Senior Vice President
Representative Contact Details:	Phone number: (714) 391-2208 Email address: mboomsma@cordobacorp.com Address: 1401 North Broadway, Los Angeles, California 90012

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

Cordoba Corporation has no actual or perceived potential conflicts to disclose that may result in, or could be viewed as, a conflict of interest.

We affirm that we have no relevant facts relating to past, present or planned interest(s) of, or access to information by, our firm (Applicant) and its Members, and our respective personnel which may result in, or could be viewed as, a conflict of interest.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory Management, LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Cornerstone Transportation Consulting
Representative Name:	Jack S. Wang, P.E.
Representative Contact Details:	jwang@cornerstoneconcilium.com (415) 707-7800 x 229

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Cornerstone Transportation Consulting is part of the CoLab joint venture in pursuit of this contract under the "Medium Firm" category.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	CTI Environmental, Inc.
Representative Name:	Robin Thorne
Representative Contact Details:	(562) 608-8401

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	D'Leon Consulting Engineers
Representative Name:	Borja Leon, Chief Executive Officer
Representative Contact Details:	562-989-4500; Borja.Leon@dleonengineers.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

RFQ - Section 5.2.3 Multiple Applicant Teams
D'Leon Consulting Engineers (DLCE) qualifies as a microbusiness per the LAWA RFQ for Multiple Award Task Order Contracts (MATOC) for Program Services definition of a microbusiness and is requesting to participate on multiple Applicant teams. DLCE a prime for the Small Firm category, and DLCE is a subcontractor on for the Large Firm and Medium Firm categories.

RFQ - Section 7 Conflict of Interest
DLCE has considered its past and current work on LAWA projects and confirms that nothing presents a potential conflict of interest. DLCE current employees are not former LAWA employees and they do not have any involvement in the development of this RFQ or any documents relating to this procurement.



Alejandra Rey <alejandra.rey@dleonengineers.com>

LAWA MATOC - Form 2: Conflict of Interest Disclosure Form

2 messages

Alejandra Rey <alejandra.rey@dleonengineers.com>

Tue, Sep 12, 2023 at 3:02 PM

To: TDGProcurement@lawa.org

Cc: Julia Tung <julia.tung@dleonengineers.com>, Tess Nguyen <tess.nguyen@dleonengineers.com>, Borja Leon <borja.leon@dleonengineers.com>

Hello,

Please see the attached Conflict of Interest Disclosure forms.

Thank you!

--

Alejandra Rey

Project Administrative Support

C: 714.643.0012

D'Leon Consulting Engineers

D'LEONwww.dleonengineers.com**LAWA MATOC_Conflict of Interest Disclosure Forms (Form 2).pdf**

412K

Alejandra Rey <alejandra.rey@dleonengineers.com>

Wed, Sep 27, 2023 at 2:49 PM

To: TDGprocurement@lawa.org

Hello,

I just wanted to resend our Conflict of Interest form and confirm this is for RFQ #208797 MATOC for Program Services.

Thank you!

[Quoted text hidden]

**LAWA MATOC_Conflict of Interest Disclosure Forms (Form 2).pdf**

412K

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	G3 Quality, Inc. an SBE Certified Firm
Representative Name:	Royce Parker, Director of Business Development
Representative Contact Details:	1380 Cerritos Corporate Drive, Suite E, Cerritos, CA 90703 rparker@g3quality.c

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

G3 Quality certified that it has no past, present or planned interest(s) of, or access to information by, the Applicant(s) and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

In the interest of full disclosure, G3 is requesting approval for participation on multiple Applicant teams for the LAWA Program Services MATOC. These Prime Applicants are as follows:

- Simpson & Simpson Management Consulting
- KDG
- Arcadis
- Destination Enterprise

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Gresham Smith
Representative Name:	Jim Harding
Representative Contact Details:	jim.harding@greshamsmith.com; 615.770.8292

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>Gresham Smith does not believe there is any conflict of interest.</p>
--

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	HDR Engineering, Inc.
Representative Name:	Thomas T. Kim, PE #C57374, Senior Vice President
Representative Contact Details:	(714) 504-8860 Tom.Kim@hdrinc.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

HDR does not have a known conflict of interest.



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub Consultant (Firm) Name (if not the prime Applicant)	LIVE & FAITH Consulting, LLC dba L&F Project Management
Representative Name:	Monique Jackson
Representative Contact Details:	Phone: 979-676-0796 Email: mjackson@lfprojectmanagement.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

LIVE & FAITH Consulting, LLC dba L&F Project Management is a certified Micro-business in accordance with section 5.2.3. Exceptions for Participation on Multiple Applicant Teams of the RFQ.

LIVE & FAITH Consulting, LLC dba L&F Project Management is:

a. An Applicant, Member, or Sub-Consultant that:

i. qualifies as a Micro-business;

ii. provides specialty services that, are not widely available in the market; (Workforce Development Program for Minority Women, Specialized Project Management focused on Business Transformation & Project Governance, Data-Driven Analytics & Status Reporting)

iii. able to demonstrate operational independence from such other firm(s), as evidenced through separate corporate governance, decision-making, or other indicia of functional independence,

We hereby submit this request for LAWA's approval to participate on more than one Applicant team.

Monique Jackson

RFQ for MATOC Program Services - Form 2: Conflict of Interest Disclosure Form

5 messages

Monique Jackson <mjackson@lprojectmanagement.com>
To: TDGProcurement@lawa.org

Mon, Sep 11, 2023 at 9:45 AM

Greetings,

Please see the attached Form 2_Conflict of Interest Disclosure Form for LIVE & FAITH Consulting, LLC dba L&F Project Management. I have attached evidence of Micro Business status.

LIVE & FAITH Consulting, LLC dba L&F Project Management agrees without exception and confirm our eligibility, pursuant to:

Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same), within 30 days following the date of execution of any Contract between the Applicant and LAWA. If submitting a completed application for certification, firms shall provide LAWA the completed certification (or if not approved, confirmation that the application has been rejected) promptly after the firm's receipt of a response, and in no event later than 12 months following the date of execution of the Contract (unless the certification is unavoidably delayed for reasons outside the firm's control).

Best Regards,
Monique Jackson

--

**Monique Jackson | L&F Project Management***CEO & Founder*mjackson@lprojectmanagement.com

Mobile: (979) 676-0796

2 attachments **Form 2_Conflict of Interest Disclosure Form vF.pdf**
132K **2022 - SB Certification LAWA.pdf**
74K

TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
To: Monique Jackson <mjackson@lprojectmanagement.com>

Mon, Sep 11, 2023 at 11:42 AM

Hi Monique -

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same), within 30 days following the date of execution of any Contract between the Applicant and LAWA. If submitting a completed application for certification, firms shall provide LAWA the completed certification (or if not approved, confirmation that the application has been rejected) promptly after the firm's receipt of a response, and in no event later than 12 months following the date of execution of the Contract (unless the certification is unavoidably delayed for reasons outside the firm's control).

Thank you.

From: Monique Jackson <mjackson@lprojectmanagement.com>**Sent:** Monday, September 11, 2023 9:45 AM**To:** TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>**Subject:** RFQ for MATOC Program Services - Form 2: Conflict of Interest Disclosure Form

This message originated from an external email system. Exercise caution.

[Quoted text hidden]

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Leighton Consulting, Inc.
Representative Name:	Djan Chandra, PE, GE Senior Principal Engineer
Representative Contact Details:	949.681.4267 dchandra@leightongroup.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

<p>Leighton Consulting, Inc. does not have any actual or perceived conflicts of interest to disclose.</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Monument ROW
Representative Name:	Amber Costello
Representative Contact Details:	acostello@monumentrow.com, 562.260.0507

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Not Applicable

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management
Representative Name:	Omoné O. Livingston, MSCE, CCM, ENV SP
Representative Contact Details:	Cell: (213) 267-8284 Email: omoneo@o2epcm.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

O2EPCM is intending to qualify as a certified Microbusiness pursuant to Section 5.2.3.a.i. O2EPCM and is providing the following information to clarify and support our firm's eligibility to participate as a Microbusiness Prime and on multiple Applicant teams pursuant to an exception under Section 5.2.3 of the Program Services MATOC RFQ.

Per this RFQ and LAWA's definition of Microbusiness:

"Microbusiness - An entity that, together with its Affiliates, if any; (i) has average annual gross receipts of five million dollars (\$5,000,000) or less (average over the previous three years) and (ii) has 25 or fewer employees."

To show proof that O2EPCM is a Microbusiness, attached are the following information supporting our request:

1. The State of California, DGS Microbusiness Certification
2. The Port of Long Beach Very Small/Microbusiness Certification
3. Companies 2020, 2021 & 2022 Tax Returns Form 1120-S showing that the company's average annual gross receipts are less that \$5 million.
4. Current Payroll Employee Summary for 2023 showing 25 or fewer employees

Please let me know if you have any questions or need anything else from us.

Also, please confirm that O2EPCM qualifies as a certified Microbusiness pursuant to Section 5.2.3.a.i and is eligible to participate on multiple Applicant teams as a Microbusiness Prime/Small Business Prime and a Subconsultant on other teams and any other LAWA Projects pursuant to an exception under Section 5.2.3 of the Program Services MATOC RFQ.

Thank you and look forward to your response back.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Micro Business Prime
Representative Name:	Omoné O. Livingston, MSCE, CCM, ENV SP
Representative Contact Details:	Cell: (213) 267-8284 Email: omoneo@o2epcm.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Per LAWA RFQ for MATOC for Program Services, Section 5.2.3, Exceptions for Participation on Multiple Applicant Teams,

1. Can a Micro Business currently working on various LAWA ongoing projects such as the following shown below also participate in the MATOC for Program Services contract?
 - (i) Terminal Cores & Automated People Mover Interface Project
 - (ii) Automated People Mover Project
 - (iii) Other projects
2. Can a Micro Business Prime also be a Subconsultant on multiple teams for the MATOC for Program Services after award of this contract?
3. Can a Micro Business be on multiple teams for the MATOC for Program Services after award of this contract?
4. Can a Micro Business if awarded a contract on the MATOC for Program Services be on multiple teams for other projects enlisted below?
 - (i) Program Services MATOC
 - (ii) A/E MATOC
 - (iii) Environmental MATOC
 - (iv) Construction/DB MATOC
 - (v) LAX Terminal 9 Design
5. Can a firm participate as a subconsultant on the LAX Terminal 9 design, if awarded a contract as a Micro Business on the MATOC for Program Services contract?
6. In the Exceptions listed below:
 - a. The exception listed below specifies specialty services as determined in LAWA's discretion, What are accepted specialty services?

Exceptions for Participation on Multiple Applicant Teams

- a. An Applicant, Member, or Sub-Consultant that:
 - i. qualifies as a Microbusiness;
 - ii. provides specialty services that, as determined in LAWA's discretion, are not widely available in the market; or
 - iii. is an Affiliate of an Applicant, Member, or Sub-Consultant participating on another Applicant team that is able to demonstrate operational independence from such other firm, as evidenced through separate corporate governance, decision-making, or other indicia of functional independence, as determined by LAWA in its sole discretion, may request LAWA's approval to participate on more than one Applicant team.
- b. Such request must be submitted to LAWA on a completed Form 2, including disclosures regarding all actual or potential related conflicts

RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Thu 9/7/2023 12:27 PM

To: Omone Livingston <omoneo@o2epcm.com>

Received, thank you!

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Thursday, September 7, 2023 12:10 PM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: Re: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

This message originated from an external email system. Exercise caution.

Good Morning,

Confirming receipt of this email message as requested.

O2EPCM understands that our attached Microbusiness Certification by the State of California (or a complete application seeking the same) will be provided again after the contract award and/or whenever it is needed by LAWA.

Thank you and have a fantastic week.
Blessings!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



O2EPCM, Inc.

Db a O2 Engineering, Projects & Construction Management

Certified SBE | WBE | WOSB | EDWOSB |

MBE | DBE | LBE | LSBE | CBE | SAM Registered

Office Locations:**Los Angeles:** 1055 W. 7th Street, **22nd Floor, Suite 2240**, Los Angeles, CA 90017**Burbank:** 2600 West Olive Avenue, 5th Floor, Suite 500, Burbank, CA 91505**San Diego:** 10679 Westview Parkway, 2nd Floor, San Diego, CA 92126**Office:** (213) 267-8800 | **Fax:** (213) 267-8801 | **Cell:** (213) 267-8284**Email:** omoneo@o2epcm.com | **Website:** www.o2epcm.com**PLEASE NOTE CHANGE OF FLOOR AND SUITE NUMBER IN OUR LOS ANGELES OFFICE ADDRESS ABOVE**

Caltrans District 7 Small Business Council Member

CMAA Foundation - Southern California - Board of Director

Architecture-Construction-Engineering (ACE) Mentor Program - Board of Director

CSUN Women in Science and Engineering (WISE) - Advisory Board Member

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From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>**Sent:** Thursday, September 7, 2023 11:57 AM**To:** Omone Livingston <omoneo@o2epcm.com>**Subject:** RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Hi Omone –

We wanted to make you aware of the following highlighted language that will need to be adhered to relative to your firm's status as a Microbusiness.

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same), within 30 days following the date of execution of any Contract between the Applicant and LAWA. If submitting a completed application for certification, firms shall provide LAWA the completed certification (or if not approved, confirmation that the application has been rejected) promptly after the firm's receipt of a response, and in no event later than 12 months following the date of execution of the Contract (unless the certification is unavoidably delayed for reasons outside the firm's control).

Please confirm receipt of this email accordingly.

Thank you.

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Sunday, September 3, 2023 3:36 PM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

This message originated from an external email system. Exercise caution.

Thank you. We appreciate you.
Blessings!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP
President & CEO



O2EPCM, Inc.

Db a O2 Engineering, Projects & Construction Management

Certified SBE | WBE | WOSB | EDWOSB |

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Office: (213) 267-8800 | **Fax:** (213) 267-8801 | **Cell:** (213) 267-8284

Email: omoneo@o2epcm.com | **Website:** www.o2epcm.com

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From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Sent: Friday, September 1, 2023 9:59 AM

To: Omone Livingston <omoneo@o2epcm.com>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Hi Omone –

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same, if certification is unavoidably delayed) no later than 12 months following the date of execution of any Contract between the Applicant and LAWA.

We understand that you already submitted your certification forms as it relates to your submitted Form 2, but just be aware that you may be asked to provide them again in the future.

Thank you!

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Thursday, August 31, 2023 6:31 PM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Importance: High

This message originated from an external email system. Exercise caution.

Hi Amy,

My apologies.

Please see the attached revised Form 2.

Thank you.

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP
President & CEO



O2EPCM, Inc.

DbA O2 Engineering, Projects & Construction Management

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From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Sent: Thursday, August 31, 2023 5:50 PM

To: Omone Livingston <omoneo@o2epcm.com>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Hi Omone –

We have your email. The revised Form 2 was not included in the email you sent previously. You mention below that you sent the form but it was not attached.

Thank you.

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Thursday, August 31, 2023 10:34 AM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: Re: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

This message originated from an external email system. Exercise caution.

Hi Amy,

My email is in the same box as my cell phone number in Form 2 in the area of "Representative Contact Details"

Please confirm that you have my email in Form 2 previously sent.

Thank you.

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



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Db a O2 Engineering, Projects & Construction Management

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From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Sent: Thursday, August 31, 2023 10:22 AM

To: Omone Livingston <omoneo@o2epcm.com>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Hi Omone –

The attachment was missing from your email.

Thank you.

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Thursday, August 31, 2023 10:13 AM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: Re: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Importance: High

This message originated from an external email system. Exercise caution.

Hi Amy,

Good Morning and hope your day is going well.

Per your request, attached is the completed O2EPCM Form 2 that state O2EPCM is seeking approval as a Microbusiness pursuant to Section 5.2.3.

Please let me know if you have any questions or need anything else.

Thank you and have a fantastic week.
Blessing!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



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Db a O2 Engineering, Projects & Construction Management

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Failure to adhere to this strict warning could result in legal action against any and all perpetrators. O2EPCM, Inc. reserves the right to prosecute perpetrators.

From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Sent: Wednesday, August 30, 2023 4:33 PM

To: Omone Livingston <omoneo@o2epcm.com>

Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Thank you, Omone.

As a matter of process, please submit another Form 2 that states you are seeking approval as a Microbusiness pursuant to Section 5.2.3. We need to have the completed form on record because the prior form you submitted did not make clear your request to be considered under that provision of the RFQ. Once we receive, I will send notice of approval based on the documents contained in the below email you sent on 8/30/23, at 3:46AM.

From: Omone Livingston <omoneo@o2epcm.com>

Sent: Wednesday, August 30, 2023 3:46 AM

To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Subject: Re: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form with CONFIDENTIAL Information

Importance: High

This message originated from an external email system. Exercise caution.

Hi Amy,

I hope your day is going well and thank you for your response. We appreciate you.

O2EPCM is intending to qualify as a certified Microbusiness pursuant to Section 5.2.3.a.i. O2EPCM and is providing the following information to clarify and support our firm's eligibility to participate as a Microbusiness Prime and on multiple Applicant teams pursuant to an exception under Section 5.2.3 of the Program Services MATOC RFQ.

Per this RFQ and LAWA's definition of Microbusiness:

"Microbusiness - An entity that, together with its Affiliates, if any; (i) has average annual gross receipts of five million dollars (\$5,000,000) or less (average over the previous three years) and (ii) has 25 or fewer employees."

To show proof that O2EPCM is a Microbusiness, attached are the following information supporting our request:

1. The State of California, DGS Microbusiness Certification
2. The Port of Long Beach Very Small/Microbusiness Certification
3. Companies 2020, 2021 & 2022 Tax Returns Form 1120-S showing that the company's average annual gross receipts are less that \$5 million.
4. Current Payroll Employee Summary for 2023 showing 25 or fewer employees

Please let me know if you have any questions or need anything else from us.

Also, please confirm that O2EPCM qualifies as a certified Microbusiness pursuant to Section 5.2.3.a.i and is eligible to participate on multiple Applicant teams as a Microbusiness Prime/Small Business Prime and a Subconsultant on other teams and any other LAWA Projects pursuant to an exception under Section 5.2.3 of the Program Services MATOC RFQ.

Thank you and look forward to your response back.
Blessings!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



O2EPCM, Inc.

Db a O2 Engineering, Projects & Construction Management

Certified SBE | WBE | WOSB | EDWOSB |

MBE | DBE | LBE | LSBE | CBE | SAM Registered

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Email: omoneo@o2epcm.com | **Website:** www.o2epcm.com

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NAMC SoCal Chapter – Board Member



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From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Sent: Monday, August 28, 2023 2:25 PM
To: Omone Livingston <omoneo@o2epcm.com>
Cc: Eric Torres <eric.torres@o2epcm.com>
Subject: RE: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form

Hi Omoné,

The submitted Form 2 does not provide information supporting the firm's eligibility to participate on multiple Applicant teams pursuant to an exception under Section 5.2.3 of the Program Services MATOC RFQ. If intending to qualify as a certified Microbusiness pursuant to Section 5.2.3.a.i. please submit information clarifying this request.

Thank you,

Amy Imamura
Director of Economic Impact & Transformation
The Development Group
Los Angeles World Airports

From: Omone Livingston <omoneo@o2epcm.com>
Sent: Sunday, July 30, 2023 2:11 PM
To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Cc: Eric Torres <eric.torres@o2epcm.com>
Subject: RFQ for MATOC for Program Services - O2EPCM Conflict of Interest Form
Importance: High

This message originated from an external email system. Exercise caution.

Good Afternoon!

In compliance with RFQ for MATOC for Program Services Section 7. Conflict of Interest, O2EPCM, Inc. dba O2 Engineering, Projects & Construction Management is submitting the attached completed Conflict of Interest Form for your review, and approval as a Micro Business to be able to participate in various other projects.

Please let us know if you have any questions or need anything else.

Thank you and have a fantastic week.
Blessings!

Regards,

Omoné O. Livingston, MSCE, CCM, ENV SP

President & CEO



O2EPCM, Inc.

Db a O2 Engineering, Projects & Construction Management

Certified SBE | WBE | WOSB | EDWOSB |

MBE | DBE | LBE | LSBE | CBE | SAM Registered

Office Locations:

Los Angeles: 1055 W. 7th Street, **22nd Floor, Suite 2240**, Los Angeles, CA 90017

Burbank: 2600 West Olive Avenue, 5th Floor, Suite 500, Burbank, CA 91505

San Diego: 10679 Westview Parkway, 2nd Floor, San Diego, CA 92126

Office: (213) 267-8800 | **Fax:** (213) 267-8801 | **Cell:** (213) 267-8284

Email: omoneo@o2epcm.com | **Website:** www.o2epcm.com

PLEASE NOTE CHANGE OF FLOOR AND SUITE NUMBER IN OUR LOS ANGELES OFFICE ADDRESS ABOVE

Caltrans District 7 Small Business Council Member

CMAA Foundation - Southern California - Board of Director

Architecture-Construction-Engineering (ACE) Mentor Program - Board of Director

CSUN Women in Science and Engineering (WISE) - Advisory Board Member

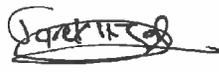
NAMC SoCal Chapter – Board Member



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FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory	
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	PMCS Group, Inc.	
Representative Name:	Rick Hijazi, PE - Vice President	
Representative Contact Details:	E: rhijazi@pmcsgroup.net O: 562-498-0808 C: 213-248-9321	

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>PMCS Group hereby certifies that we have no conflicts of interest in pursuing this RFP.</p>
--

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Psomas
Representative Name:	Brett Barnett, Vice President
Representative Contact Details:	brett.barnett@psomas.com; (714) 481-7933

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>No conflicts of interest to disclose</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Redwood Resources
Representative Name:	Schenaë Rourk
Representative Contact Details:	310-356-7619 ; srourk@redwoodresources.net

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

We are a microbusiness with revenues below \$5M. As communicated by LAWA, we are exempt from being on just one team.

RE: LAWA - MATOC Program Services - Multiple Team Approval

TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>

Mon 8/28/2023 1:56 PM

To:EA at RedwoodResources.net <outreach@redwoodresources.net>

Hi Lester,

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same, if certification is unavoidably delayed) no later than 12 months following the date of execution of any Contract between the Applicant and LAWA.

Thank you,

Amy Imamura
Director of Economic Impact & Transformation
The Development Group
Los Angeles World Airports
424.646.7578

From: Outreach at RedwoodResources.net <outreach@redwoodresources.net>
Sent: Thursday, August 10, 2023 6:19 PM
To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Subject: Re: LAWA - MATOC Program Services - Multiple Team Approval

This message originated from an external email system. Exercise caution.

Hi,

Prior to my previous email, please see the attached Form 2.

Thank you.

Lester Cayetano
Coordinator



(510) 516-0349

www.RedwoodResources.net

From: Outreach at RedwoodResources.net <outreach@redwoodresources.net>
Sent: Thursday, August 10, 2023 4:46 PM

To: TDGProcurement@lawa.org <TDGProcurement@lawa.org>
Cc: srouk@redwoodresources.net <srouk@redwoodresources.net>
Subject: LAWA - MATOC Program Services - Multiple Team Approval

Hi,

Good day.

We are seeking approval from LAWA to be on multiple teams.

In accordance with LAWA's guidelines, we are required to submit a completed Form 2, accompanied by full disclosures of any actual or potential related conflicts of interest.

We have no actual or potential related conflicts of interest.

Redwood Resources is a microbusiness with revenues below \$5M. And as stated in the RFP, we are exempt from being on just one team.

Thank you.

Lester Cayetano
Coordinator



(510) 516-0349

www.RedwoodResources.net



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	SSC Inc
Representative Name:	Samuel Sowko
Representative Contact Details:	510.292.7869 sam.sowko@sscinc.us

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Nexus AEC, LLC dba TITAN AEC
Representative Name:	Shobhit Baadkar
Representative Contact Details:	(310) 562-0849 / sbaadkar@titanaec.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Nexus AEC, LLC dba TITAN AEC is a certified micro small business by the California Department of General Services. Our company has a certification letter from the California Department of General Services to confirm our company's classification by the state.

Shobhit Baadkar

From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Sent: Monday, October 2, 2023 9:08 AM
To: Shobhit Baadkar
Cc: Chennie Sudana
Subject: RE: Form 2 - Conflict of Interest Form

Hi Shobhit –

LAWA has reviewed your submitted Form 2 and has determined that pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, your firm is eligible to participate on multiple Applicant teams as a Microbusiness.

Thank you.

From: Shobhit Baadkar <sbaadkar@titanaec.com>
Sent: Thursday, September 28, 2023 5:26 PM
To: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Cc: Chennie Sudana <csudana@titanaec.com>
Subject: Form 2 - Conflict of Interest Form

This message originated from an external email system. Exercise caution.

TDG Procurement,

We are submitting the Form 2 to disclose any potential conflict of interest. According to the procurement documentation, since we're a Micro SBE we can participate on multiple teams. I've attached our DGS MicroSBE certification for your review.

Sincerely,



Shobhit Baadkar
Managing Principal & CEO
TITAN AEC
Imagine • Design • Construct

E: sbaadkar@titanaec.com
P: (310) 651-6867
C: (310) 562-0849

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Triunity, Inc.
Representative Name:	Danielle Smith
Representative Contact Details:	danielle.smith@triunityeng.com; 303-842-1412

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

None

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	VSCE, Inc.
Representative Name:	Jesus M. Vargas
Representative Contact Details:	jvargas@vsceinc.com; 510-835-5001

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>VSCE, Inc. has no actual or potential conflict of interest or circumstances that may give the appearance of a potential conflict of interest regarding this project and/or the Los Angeles World Airports.</p>

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Watearth, Inc.
Representative Name:	Jennifer J. Walker
Representative Contact Details:	jwalker@watearth.com, 213.248.4554

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant’s request.

Watearth is submitting proposals as a sub to Anser and to O2EPCM for the LAWA Request for Qualifications for Multiple Award Task Order Contracts (MATOC).

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	WEFAS Architecture, Inc.
Representative Name:	Julia Contaldo
Representative Contact Details:	contaldo@wefasarchitecture.com; 2279 W29th str., Los Angeles, CA 90018;

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

WEFAS Architecture is currently subcontracted by CMTS, which has been contracted by LAWA. The contract between LAWA and CMTS is No. DA-5131. The contract between CMTS and WEFAS is No. 062123DA-5131. The WEFAS Architecture contract began 7/14/2023 and will terminate on 12/31/2023.

WEFAS Architecture provides services on LAMP program only and was not involved in the development of this RFQ. According to Section 7 of this RFQ, this does not create a conflict of Interest.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	Anser Advisory
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	ZT Consulting Group, Inc.
Representative Name:	Farzad Tasbihgoo, Principal Engineer
Representative Contact Details:	(818) 929-8162, farzad@ztcgrp.com

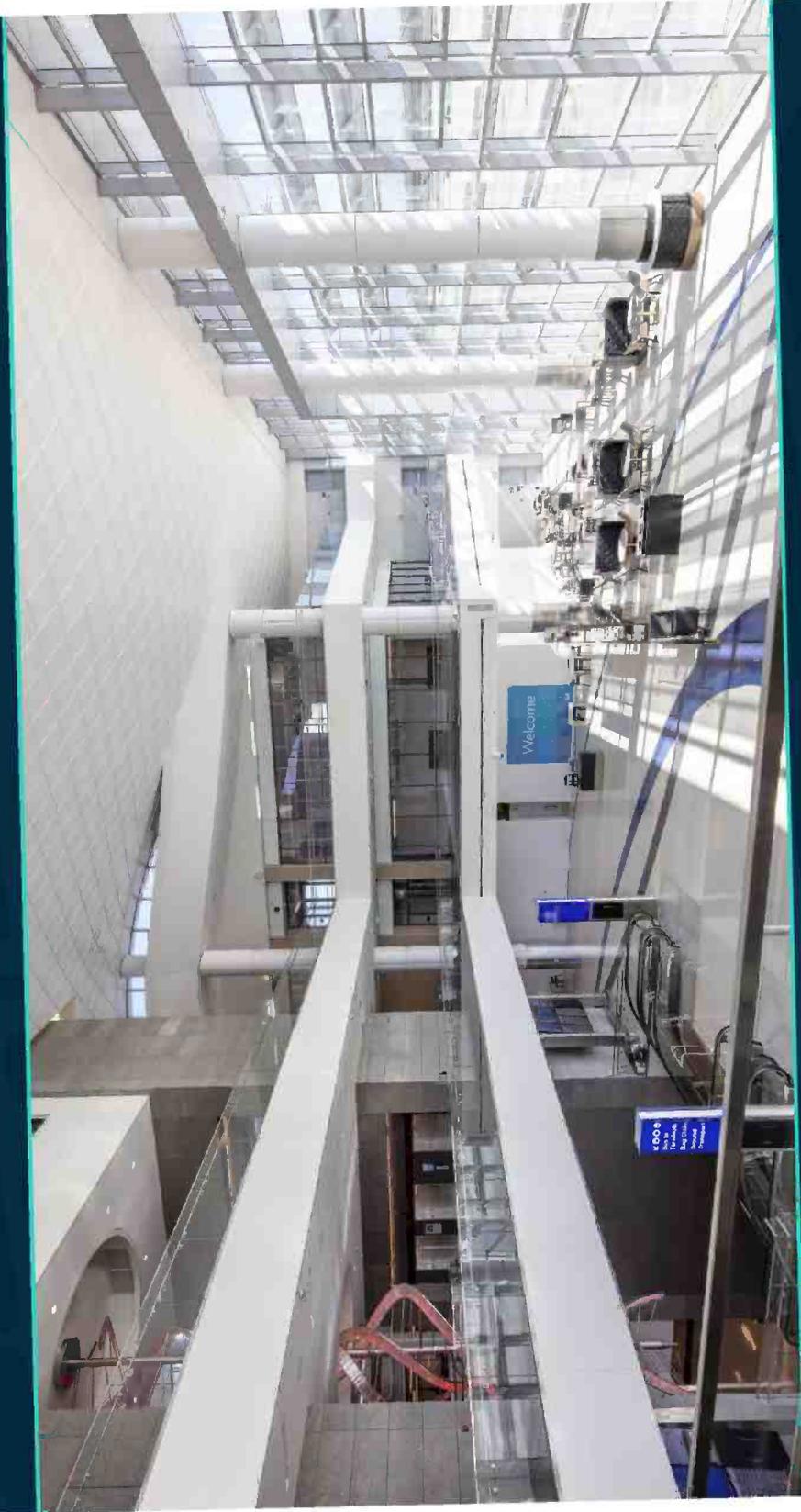
Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

PART A - SECTION 4

Company Information Sheet





FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Anser Advisory Management, LLC (dba Anser Advisory, Part of Accenture)		
Role on Applicant Team	<input checked="" type="checkbox"/> Prime		
	<input type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Construction/Project/Program Management, Project Controls, Inspection		
Services Provided	Construction/Project/Program Management, Project Controls, Inspection		
Main Office Location	2677 North Main Street, Suite 400 Santa Ana, CA 92705	Main Office Size	129
Closest Office to LAX	121 W. Lexington Drive, Suite 334, Glendale, CA 91203	Closest Office Size	50
Date Company was Founded	1996		
Gross Annual Revenue	\$176,404,847 (2021); \$236,020,261 (2022)		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	50	270	N/A
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	2	5	N/A
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	9	25	N/A
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	3QC Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Building Commissioning & Sustainability Services		
Services Provided	Building Commissioning		
Main Office Location	950 Glenn Avenue, Suite 200, Folsom, CA 95630	Main Office Size	15
Closest Office to LAX	155 N. Lake Avenue, 8th Floor, Pasadena, CA 91101	Closest Office Size	3
Date Company was Founded	(i.e. Year)	2003	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2021 - \$3,599,516; 2022 - \$3,477,627		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	2	18	18
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	1	1
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	6	6
# of Certified Commissioning Providers [Other Relevant Credential #1]	In LA County	In California	Globally
	1	10	10
# of LEED APs [Other Relevant Credential #2]	In LA County	In California	Globally
	1	6	6
[Other Relevant Credential #3]	In LA County	In California	Globally

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		A1 Management & Inspection Inc.	
Role on Applicant Team		<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other	
Area(s) of Expertise		Project Quality Program Management (Inspection Quality Assurance Manager, Quality Control Manager) CASp Compliance (ADA Consultation) Office Engineer SharePoint /BIM Administration (Digital Specialist) Document Control (Document Control Technician) Inspection services (All listed in Exhibit 1)	
Services Provided		Project Quality Program Management (Inspection Quality Assurance Manager, Quality Control Manager), CASp Compliance (ADA Consultation), Construction Management, Project Manager/Project Engineer, Office Engineer, SharePoint /BIM Administration (Digital Specialist), Document Control (Document Control Technician), Inspection services (All listed in Exhibit 1)	
Main Office Location	9854 National Blvd. #365 Los Angeles, CA 90034	Main Office Size	9 (i.e. Quantity of Employees)
Closest Office to LAX	9854 National Blvd. #365 Los Angeles, CA 90034	Closest Office Size	9 (i.e. Quantity of Employees)
Date Company was Founded		03/15/2015	
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 Years) 2021- \$1.092M/2022 - \$1.050M	
Inclusivity Factors		<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	9 ##	9 ##	9 ##
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	##	##	##
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1 ##	1 ##	1 ##
CMCI - CERTIFIED CONSTRUCTION MANAGER CMC# 27173	In LA County	In California	Globally
	1 ##	1 ##	1 ##
DSA-CERTIFIED ACCESS SPECIALIST CASP-1056	In LA County	In California	Globally
	1 ##	1 ##	1 ##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Airport Design Consultants, Inc. (ADCI)		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Civil Engineering Design; Planning/Preliminary Engineering; Program Management; Construction Management and Inspection		
Services Provided	Civil Engineering Design		
Main Office Location	6031 University Blvd. Suite 330 Ellicott City, MD 21043	Main Office Size	54
Closest Office to LAX	6031 University Blvd. Suite 330 Ellicott City, MD 21043	Closest Office Size	54
Date Company was Founded	(i.e. Year) 2006		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2021 AGR: \$8,457,074.00 2022 AGR: \$11,714,375.00		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+ No DBE certifications in CA.		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
			72
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
		1	27
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information					
Company Name	Abadjis Systems Ltd dba ASLPM				
Role on Applicant Team	<input type="checkbox"/> Prime				
	<input checked="" type="checkbox"/> Sub-Consultant				
	<input type="checkbox"/> Other				
Area(s) of Expertise	Project Mangement Project Controls Construction Management				
Services Provided	Project Mangement				
Main Office Location	(i.e. Address) 4190 Bonita Rd, Suite 201, Bonita, CA 91902	Main Office Size	(i.e. Quantity of Employees) 5		
Closest Office to LAX	(i.e. Address) 4190 Bonita Rd, Suite 201, Bonita, CA 91902	Closest Office Size	(i.e. Quantity of Employees) 5		
Date Company was Founded	(i.e. Year) 2012				
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) \$3.5M				
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+				
Workforce: Size & Credentials					
Total Number of Employees (on Payroll)	In LA County	2	In California	21	Globally
	##		##		##
# of Licensed Professional Architects (on Payroll)	In LA County	1	In California		Globally
	##		##		##
# of Licensed Professional Engineers (on Payroll)	In LA County		In California	1	Globally
	##		##		##
[Other Relevant Credential #1]	In LA County		In California		Globally
	##		##		##
	In LA County		In California		Globally

[Other Relevant Credential #2]	##		##		##
[Other Relevant Credential #3]	In LA County ##		In California ##		Globally ##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

*The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.*

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Casamar Group, LLC		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	PLA/Contract Labor Compliance, PM/CM Support Services Community/Public/Stakeholder, Business & Workforce Outreach Compliance, Stormwater (SWPPP) Compliance		
Services Provided	PLA/Contract Labor Compliance, PM/CM Support Services Commu		
Main Office Location	23335 Alamos Ln., Newhall, CA 91321	Main Office Size	19
Closest Office to LAX	23335 Alamos Ln., Newhall, CA 91321	Closest Office Size	19
Date Company was Founded	(i.e. Year)	2007	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years)	2021- \$2,358,983.12	2022- \$2,480,810.40
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	14	19	19
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	1
QSD [Other Relevant Credential #1]	In LA County	In California	Globally
	0	1	1
QSP [Other Relevant Credential #2]	In LA County	In California	Globally
	1	2	2
PMP [Other Relevant Credential #3]	In LA County	In California	Globally
	1	1	1

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Chrysalis Consulting, LLC dba Chrysalis Global Aviation		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Operational Readiness Airport Transition (ORAT), Project Management, Communications, Logistics, Tenant Coordination		
Services Provided	Operational Readiness Airport Transition (ORAT)		
Main Office Location	10895 Holliday Farms Blvd, Zionsville, IN 46077	Main Office Size	15
Closest Office to LAX	10895 Holliday Farms Blvd, Zionsville, IN 46077	Closest Office Size	
Date Company was Founded	(i.e. Year) 02/24/1998		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 01/01/21 thru 12/31/22: \$3.9MM		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	0	15
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Quest Project Controls, Inc. DBA CM Solutions		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Project Controls & Project Management, Scope Management, Scheduling, Cost Controls, Claims Management, Estimating, Contract Administration, Management of Change		
Services Provided	Also: Project Planning, Risk Mgmt Time Impact Analysis, etc.		
Main Office Location	114 W Colorado Blvd, Monrovia, CA 91016	Main Office Size	33
Closest Office to LAX	114 W Colorado Blvd, Monrovia, CA 91016	Closest Office Size	33
Date Company was Founded	(i.e. Year)	2001	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2022: \$12,709,874; 2021: \$11,221,723		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	33	61	73
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	1
PMP [Other Relevant Credential #1]	In LA County	In California	Globally
	4	9	9
PSP or PMI-SP [Other Relevant Credential #2]	In LA County	In California	Globally
	6	7	8
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Conaway Geomatics		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Land Surveying		
Services Provided	Land Surveying		
Main Office Location	101 S. Kraemer Blvd., Suite 250, Placentia	Main Office Size	13
Closest Office to LAX	main office listed above	Closest Office Size	13
Date Company was Founded	(i.e. Year)	2019	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2021 - \$1.7 Million; 2022 - \$1.9 Million		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	13	13
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
# of licensed Land Surveyors in California [Other Relevant Credential #1]	In LA County	In California	Globally
	0	2	2
# of LSIT's in California [Other Relevant Credential #2]	In LA County	In California	Globally
	0	1	1
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		THE CONVERSE PROFESSIONAL GROUP, dba Converse Consultants	
Role on Applicant Team		<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other	
Area(s) of Expertise		Geotechnical Expertise	
Services Provided		Geotechnical Services	
Main Office Location	717 S. Myrtle Avenue Monrovia, CA 91016	Main Office Size	40 office employees; 10,000 s.f.
Closest Office to LAX	717 S. Myrtle Avenue Monrovia, CA 91016	Closest Office Size	40 office employees; 10,000 s.f.
Date Company was Founded		1946	
Gross Annual Revenue		\$16 million	
Inclusivity Factors		<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	58	141	177
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	30	45	45
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	CTI Environmental, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Project Management Compliance, Environmental and Safety		
Services Provided	Project Management, Environmental and Safety Compliance		
Main Office Location	711 East Wardlow Road, Suite 203 <small>(i.e. Address)</small> Long Beach, CA 90807	Main Office Size	(i.e. Quantity of Employees) 4
Closest Office to LAX	711 East Wardlow Road, Suite 203 <small>(i.e. Address)</small> Long Beach, CA 90807	Closest Office Size	(i.e. Quantity of Employees) 4
Date Company was Founded	<small>(i.e. Year)</small> 2009		
Gross Annual Revenue	<small>(i.e. \$-Value and Reporting Period, Past 2 years)</small> \$3,200,000		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees <small>(on Payroll)</small>	In LA County	In California	Globally
	#13	#13	##
# of Licensed Professional Architects <small>(on Payroll)</small>	In LA County	In California	Globally
	#0	#0	##
# of Licensed Professional Engineers <small>(on Payroll)</small>	In LA County	In California	Globally
	#0	#0	##
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	G3 Quality, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Quality Management, Pavement Engineering, Inspection and Materials Testing		
Services Provided	Quality Assurance, Construction Inspection and Material Testing		
Main Office Location	13850 Cerritos Corporate Drive, Suite E Cerritos, CA 90703	Main Office Size	30
Closest Office to LAX	13850 Cerritos Corporate Drive, Suite E Cerritos, CA 90703	Closest Office Size	30
Date Company was Founded	2013		
Gross Annual Revenue	> 15 million		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	53	132	132
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	3	4	4
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		Gresham Smith	
Role on Applicant Team		<input type="checkbox"/> Prime	
		<input checked="" type="checkbox"/> Sub-Consultant	
		<input type="checkbox"/> Other	
Area(s) of Expertise		Architecture, Interior Design, Commissioning, Engineering, Environmental & Sustainability Services, Experiential Design & Wayfinding, Landscape Architecture, Planning, Program Management/Construction Management/EPCM/Alternative Project Delivery, and Site Development	
Services Provided		Experiential Design & Wayfinding	
Main Office Location		Nashville, TN	Main Office Size 521
Closest Office to LAX		Denver, CO	Closest Office Size 6
Date Company was Founded		(i.e. Year) 1967	
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 years) 2022 - \$290,000,000; 2021 - \$237,000,000	
Inclusivity Factors		<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	N/A	N/A	1,141
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	N/A	N/A	172
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	N/A	N/A	221
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		HDR Engineering, Inc.	
Role on Applicant Team		<input type="checkbox"/> Prime	
		<input checked="" type="checkbox"/> Sub-Consultant	
		<input type="checkbox"/> Other	
Area(s) of Expertise		Transportation program management consulting and construction management including aviation, roadway, and transit projects.	
Services Provided		Project Management, Construction Management, Design Management	
Main Office Location		1979 S 67th Street Omaha, NE 68106-2973	Main Office Size 1,036
Closest Office to LAX		350 S Grand Avenue, Suite 2900 Los Angeles, CA 90071-3406	Closest Office Size 133
Date Company was Founded		1917	
Gross Annual Revenue		\$3.2B (2022) \$2.8B (2021)	
Inclusivity Factors		<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+ Not applicable	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	180	1,267	12,462
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	28	63	435
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	18	346	3,282
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	LIVE & FAITH Consulting, LLC dba L&F Project Management		
	<input type="checkbox"/> Prime		
Role on Applicant Team	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Project Management, Program Management, Portfolio Management, Project Governance, Construction Management, Stakeholder Management, Change Management, Facilitation		
Services Provided	Project Management, Construction Management, Project Controls, Technology Elements, Change Management, Document Controls, Program/Project Reporting, Program/Project Scheduling, Program/Project Cost Estimating, Performance Management & KPIs, Stakeholder Management, Facilitation		
Main Office Location	1601 N. Sepulveda Blvd. #823 Manhattan Beach, CA	Main Office Size	3
Closest Office to LAX	1601 N. Sepulveda Blvd. #823 Manhattan Beach, CA	Closest Office Size	3
Date Company was Founded	September 19, 2019		
Gross Annual Revenue	2021 Gross Revenue: \$10,950 2022 Gross Revenue: \$147,665		
Inclusivity Factors	DBE SBE LBE LSBE WBE		
Workforce: Size & Credentials			
Total Number of Employees	In LA County	In California	Globally
(on Payroll)	3	3	5
# of Licensed Professional Architects	In LA County	In California	Globally

(on Payroll)			
# of Licensed Professional Engineers	In LA County	In California	Globally
(on Payroll)			
	In LA County	In California	Globally
Project Management Professional (PMP)	1	1	2
	In LA County	In California	Globally
[Other Relevant Credential #2]			
	In LA County	In California	Globally
[Other Relevant Credential #3]			

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Leighton Consulting, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Geotechnical Engineering, Environmental Services, Materials Testing and Special Inspection.		
Services Provided	Geotechnical Engineering, Materials Testing, Special Inspection		
Main Office Location	2600 Michelson Drive Ste. 400 Irvine, CA 92612	Main Office Size	80 staff
Closest Office to LAX	2600 Michelson Drive Ste. 400 Irvine, CA 92612	Closest Office Size	80 staff
Date Company was Founded	(i.e. Year)	1961	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years)	2022 - \$29.25M 2021 - \$26.05M	
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	25	177	177
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	4	20	20
# of Professional Geologists (PG) [Other Relevant Credential #1]	In LA County	In California	Globally
	3	27	27
# of Certified Engineering Geologists (CEG) [Other Relevant Credential #2]	In LA County	In California	Globally
	0	11	11
# of Geotechnical Engineers (GE) [Other Relevant Credential #3]	In LA County	In California	Globally
	3	9	9

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		Monument ROW	
Role on Applicant Team		<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other	
Area(s) of Expertise		Real Estate and Right-of-Way	
Services Provided		Project & Program Management, Planning & Programming, Property Acquisition, Residential & Business Relocation, Property & Asset Management, Appraisal & Appraisal Review, Title & Escrow, Condemnation Support, GIS Services, Feasibility Studies & Cost Estimating, Site Location & Corridor Analysis, Utility Coordination, Prior Rights Research & Investigation, In Lieu Staffing Support	
Main Office Location	200 Spectrum Center, Suite 300, Irvine, CA 92618	Main Office Size	25
Closest Office to LAX	200 Spectrum Center, Suite 300, Irvine, CA 92618	Closest Office Size	25
Date Company was Founded	August 2, 2018		
Gross Annual Revenue	\$4.5 Million		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	8	37	40
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	1	1
Licensed Real Estate Brokers [Other Relevant Credential #1]	In LA County	In California	Globally
	0	2	2
Licensed Real Estate Agents [Other Relevant Credential #2]	In LA County	In California	Globally
	4	16	16
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information				
Company Name		O2EPCM, Inc. dba O2 Engineering, Projects & Construction Mgmt.		
Role on Applicant Team		<input type="checkbox"/> Prime		
		<input checked="" type="checkbox"/> Sub-Consultant		
		<input type="checkbox"/> Other		
Area(s) of Expertise		Program Management, Project Management, Construction Management, Project Controls, QA/QC, Staff Augmentation, Claims Management, Safety Management, Inspection, Building Information Modeling (BIM), Constructibility Review, SWPPP Management, Drafting and Design/Engineering Support.		
Services Provided		I. Base Scope: Project Management, Construction Management & Project Controls Services (A) PM/CM/PC; (B) Performance & Operational Readiness Airport Transition (ORAT) II. Optional Scope 1 - Quality and Safety Services III. Optional Scope 2: Inclusivity, Workforce, and Economic Impact Support Services for the CIP IV. Optional Scope 3: Specialty Services		
Main Office Location		1055 W. 7th Street, 22nd Floor, Suite 2240, Los Angeles, CA 90017	Main Office Size 18	
Closest Office to LAX		1055 W. 7th Street, 22nd Floor, Suite 2240, Los Angeles, CA 90017	Closest Office Size 18	
Date Company was Founded		(i.e. Year) 2016		
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 years) \$2.3 Million		
Inclusivity Factors		<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials				
Total Number of Employees (on Payroll)		In LA County	In California	Globally
		18	18	N/A
# of Licensed Professional Architects (on Payroll)		In LA County	In California	Globally
		1	1	N/A
# of Licensed Professional Engineers (on Payroll)		In LA County	In California	Globally
		1	1	N/A
EIT	[Other Relevant Credential #1]	In LA County	In California	Globally
		1	1	N/A
ENV SP	[Other Relevant Credential #2]	In LA County	In California	Globally
		1	1	N/A
CCM	[Other Relevant Credential #3]	In LA County	In California	Globally
		2	2	N/A

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	PMCS Group, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	PM, CM, Inspection, Document Control, Scheduling, Estimating, Document Controls, Project Engineers, Safety		
Services Provided	PM, CM, Inspection, Document Control, Scheduling, Estimating, Dc		
Main Office Location	Long Beach	Main Office Size	12
Closest Office to LAX	Long Beach	Closest Office Size	12
Date Company was Founded	(i.e. Year) 2005		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2022: \$20639188; 2021: \$14172755		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	53	43	15
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	4	2	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	8	2	0
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Psomas		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Construction management, engineering, environmental, survey and geospatial services		
Services Provided	Construction management, program/project management		
Main Office Location	865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017	Main Office Size	103
Closest Office to LAX	865 S. Figueroa St, Suite 3200, Los Angeles, CA 90017	Closest Office Size	103
Date Company was Founded	(i.e. Year)	1946	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) \$130,000,000		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	148	537	764
# of Licensed Professional Architects (on Payroll) including Landscape Architects	In LA County	In California	Globally
	0	2	9
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	16	77	140
# of Licensed Surveyors [Other Relevant Credential #1]	In LA County	In California	Globally
	4	31	41
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		Redwood Resources	
Role on Applicant Team		<input type="checkbox"/> Prime	
		<input checked="" type="checkbox"/> Sub-Consultant	
		<input type="checkbox"/> Other	
Area(s) of Expertise		Outreach, Community and Stakeholder Engagement, Facilitation, Management, Youth Engagement and Workforce Development, DEI	
Services Provided		Stakeholder and Third-Party Coordination, Partnering Facilitation, Inclusivity, Workforce, and Economic Impact Support Services for the CIP, Communications and Public Education	
Main Office Location		6425 Green Valley Circle, 306 Culver City CA 90230	Main Office Size
Closest Office to LAX		6425 Green Valley Circle, 306 Culver City CA 90230	Closest Office Size
Date Company was Founded		(i.e. Year)	2010
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 years) less than \$500k	
Inclusivity Factors		<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	7	0	1
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	SSC Inc		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	PM/CM – Civil		
Services Provided	Project Managers Resident Engineers Office Engineers Admin Staff		
Main Office Location	1 Avenue of the Palms Suite 16B, San Francisco, California, 94130	Main Office Size	6
Closest Office to LAX	1150 S Olive St, Los Angeles, CA 90015	Closest Office Size	5
Date Company was Founded	(i.e. Year) 02/26/2021		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 965,000		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	5	
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	2	2
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

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FORM 6: COMPANY INFORMATION SHEET

General Information				
Company Name		Nexus AEC, LLC dba TITAN AEC		
Role on Applicant Team		<input type="checkbox"/> Prime		
		<input checked="" type="checkbox"/> Sub-Consultant		
		<input type="checkbox"/> Other		
Area(s) of Expertise		TITAN AEC are experts in the areas of building information modeling (BIM), geographical information systems (GIS), virtual design & construction (VDC), and LiDAR. We understand how these technologies work together for mitigating risk in the delivery of capital improvement projects.		
Services Provided		Professional consulting firm providing services for building information modeling (BIM), virtual design & construction (VDC), LiDAR, geographical information systems (GIS), project management, program management, and staff augmentation		
Main Office Location		633 W. 5th Street, 26th Floor Los Angeles, CA 90071	Main Office Size	
			9	
Closest Office to LAX		633 W. 5th Street, 26th Floor Los Angeles, CA 90071	Closest Office Size	
			9	
Date Company was Founded		(i.e. Year) October 15, 2010		
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 years) \$2,041,916.60		
Inclusivity Factors		<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials				
Total Number of Employees (on Payroll)		In LA County	In California	Globally
		10	10	0
# of Licensed Professional Architects (on Payroll)		In LA County	In California	Globally
		0	0	0
# of Licensed Professional Engineers (on Payroll)		In LA County	In California	Globally
		0	0	0
CM-BIM	[Other Relevant Credential #1]	In LA County	In California	Globally
		0	1	0
LEED AP	[Other Relevant Credential #2]	In LA County	In California	Globally
		1	0	0
Autodesk Certified	[Other Relevant Credential #3]	In LA County	In California	Globally
		4	0	0

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Triunity, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Subconsultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	A wide range of aviation and transit expertise that include planning, program and project management, program and project controls, complex terminal, baggage handling, security, terminal and airfield electrical upgrades. We also offer extensive regional transit rail, station, roadway and bridge design, and PM/CM services. This includes many airside, landside, commercial development, and terminal projects.		
Services Provided	Project Management; Construction Management; Project/Program Controls; Estimating; BIM Management/Implementation; Electrical Engineering		
Main Office Location	633 17th St., Suite 1500 Denver, CO 80202	Main Office Size	65
	Closest Office to LAX	515 S. Flower St. Suite 1803 Los Angeles, CA 90071	Closest Office Size
Date Company was Founded		2003	
Gross Annual Revenue	2021: \$16,671,306; 2022: \$21,797,887		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	18	18	95
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	1
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	4	4	23
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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FORM 6: COMPANY INFORMATION SHEET

General Information				
Company Name		VSCE, INC.		
Role on Applicant Team		<input type="checkbox"/> Prime		
		<input checked="" type="checkbox"/> Sub-Consultant		
		<input type="checkbox"/> Other		
Area(s) of Expertise		Project Management, Program Management, Construction Management, Public Relations/Outreach		
Services Provided		Project Management, Resident Engineering, Construction Inspection		
Main Office Location		1610 Harrison St. Suite E-West Oakland, CA 94612	Main Office Size 25	
Closest Office to LAX		515 Flower St. 19th Floor, Rooms 18 & 19, Los Angeles, CA 90071	Closest Office Size 1	
Date Company was Founded		(i.e. Year) 2004		
Gross Annual Revenue		(i.e. \$-Value and Reporting Period, Past 2 years) \$4,618,382 - 2022 \$4,764,770 - 2021		
Inclusivity Factors		<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials				
Total Number of Employees (on Payroll)		In LA County	In California	Globally
		1	25	25
# of Licensed Professional Architects (on Payroll)		In LA County	In California	Globally
		0	1	1
# of Licensed Professional Engineers (on Payroll)		In LA County	In California	Globally
		0	5	5
Project Management Professional (PMP)	[Other Relevant Credential #1]	In LA County	In California	Globally
		1	1	1
	[Other Relevant Credential #2]	In LA County	In California	Globally
	[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Watearth, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Water Resources, Environmental, Green Infrastructure, Hydrology & Hydraulics, Design, Stormwater, Communications		
Services Provided	Environmental Reporting and GIS		
Main Office Location	Los Angeles, CA	Main Office Size	
Closest Office to LAX	3371 Glendale Blvd, Suite 101, Los Angeles	Closest Office Size	
Date Company was Founded	(i.e. Year)	2008	
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years)	2022 - \$2,941,903, 2021 - \$2,017,736	
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input checked="" type="checkbox"/> LGBTQ+		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	3	6	14
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	2
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	WEFAS Architecture, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Architectural consulting (Planning, Design and Technical), Building Information Modeling, Sustainability and Wellness, Art		
Services Provided	LAMP Technical Specialist, Sr. (Architectural)		
Main Office Location	2279 W29th street, Los Angeles, CA 90018	Main Office Size	1
Closest Office to LAX	2279 W29th street, Los Angeles, CA 90018	Closest Office Size	1
Date Company was Founded	(i.e. Year) 2/7/2019		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2023 \$ 180,000 (estimated); 2022 - \$7,149; 2021 - \$28,362		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	1	1
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	1	1	1
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

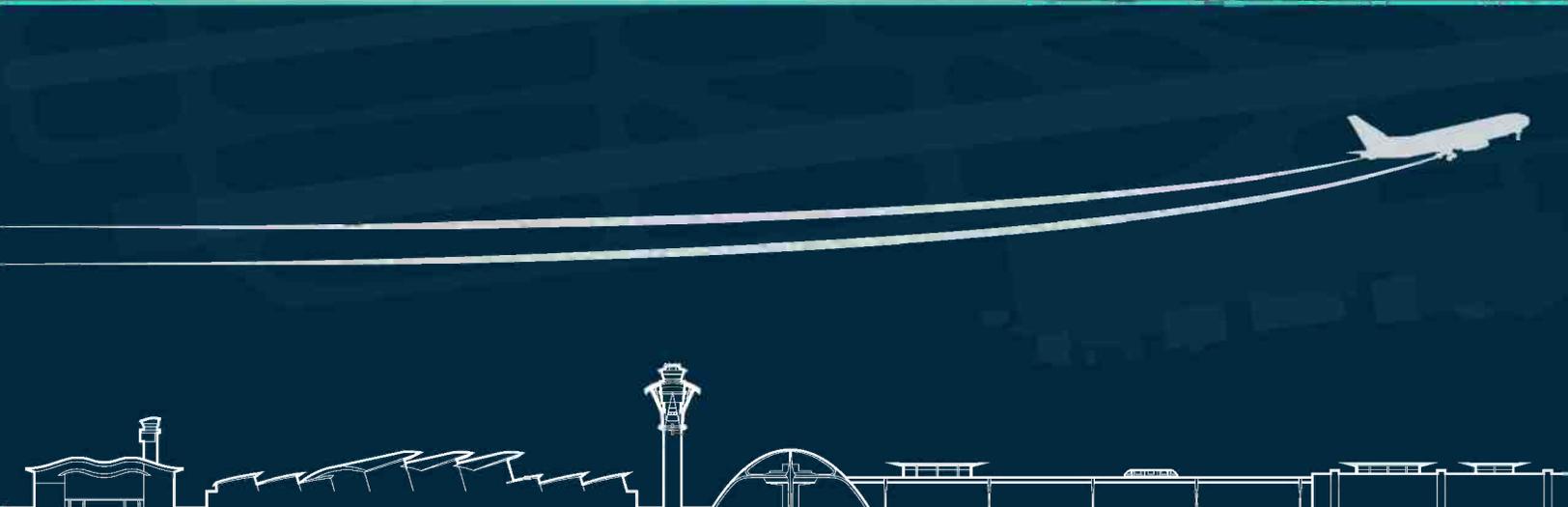
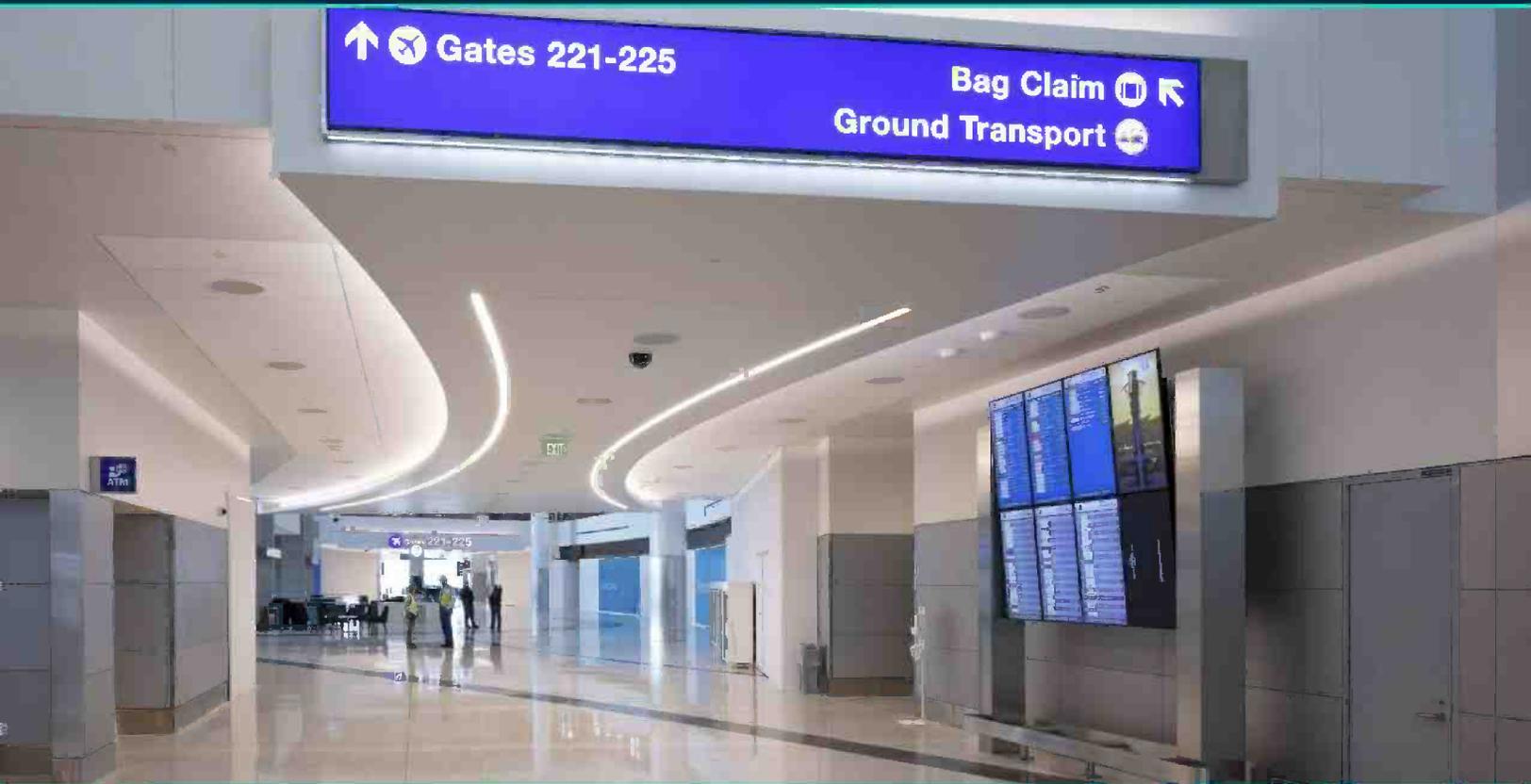
General Information			
Company Name	ZT Consulting Group, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Source Inspection & Quality Assurance		
Services Provided	Source Inspection & Quality Assurance		
Main Office Location	1041 E. Green St., Suite 204 Pasadena, CA 91106	Main Office Size	6
Closest Office to LAX	1041 E. Green St., Suite 204 Pasadena, CA 91106	Closest Office Size	6
Date Company was Founded	2013		
Gross Annual Revenue	2022 (1/1/22 to 12/31/22) \$2,342,272 2021 (1/1/21 to 12/31/21) \$1,682,924		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	12	6
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	3	3	
QA Inspectors	In LA County	In California	Globally
	1	7	5
	In LA County	In California	Globally
Credential #3]	In LA County	In California	Globally

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PART A - SECTION 5

Organizational Documents





Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: ANSER ADVISORY MANAGEMENT, LLC
Entity No.: 201913710118
Registration Date: 05/29/2012
Entity Type: Limited Liability Company - CA
Formed In: CALIFORNIA
Status: Active

The above referenced entity is active on the Secretary of State's records and is authorized to exercise all its powers, rights and privileges in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of June 05, 2023.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 116214123

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



Company Details



User Management



Compliance Documents

[Edit](#)



Certification

Information



NAICS Codes and Licenses

ID



Bookmarks

80075



BIP Management

Hours of Operation



Related Opportunities

Email



RAMP Support

Phone

(714) 276-1135 (tel:7142761135)

Address

Website

<https://anseradvisory.com/>

(<https://anseradvisory.com/>)

Business/Billing

121 W. Lexington Dr. Suite 334
Glendale, CA 91203

Registered as a

Prime & Sub

Non-Profit

No

Sole Proprietor

No

Business Structure

Certification

DBE LBE MBE

BTRC Number

City of LA Business Tax Registration Certificate Number

Tax ID

90-0855728

California Entity Number

License Numbers

Owner's Ethnicity **

Gender of Majority Owner **

Other Identifying Info **

Annual Revenue **

Annual Revenue Range **

Number of Employees **

Number of Employees Range **

Industry Worked In

Business History

Work History **

Previous Contracts **

** The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles

CITY OF LOS ANGELES

City of Los Angeles

(<https://www.lacity.org>)

Mayor's Office of Karen Bass

(<http://www.lamayor.org>)

Open Data

(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)

Bond Assistance Program

Building Permits

(<https://ladbs.org/services/core-services/plan-check-permit>)

BUSINESS SERVICES

Business Source Centers

(<https://ewddlacity.com/index.php/local-business/businesssource-centers>)

Business Tax Resources

(<https://finance.lacity.org/>)

Minority Business Development Agency

(<https://www.mbda.gov/>)

Office of Small Business

(<https://business.lacity.org/>)

City of Los Angeles Green Business

Program

(https://www.lacitiesan.org/san/faces/home/plsh-es/s-ish-es-si/s-ish-es-si-gbc?_adf.ctrl-state=dwqhke9b2_4&_afriLoop=2836273538268)

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Contractor Information

Legal Entity Name

Anser Advisory, LLC

Legal Entity Type

LLC

Status

Active

Registration Number

PW-LR-1000806764

Registration effective date

7/1/2022

Registration expiration date

6/30/2023

Mailing Address

2677 N. MAIN STREET, SUITE 400 SANTA ANA 92705 CA United St...

Physical Address

2677 N. MAIN STREET, SUITE 400 SANTA ANA 92705 CA United St...

Email Address

Trade Name/DBA

License Number(s)

Registration History

Effective Date

Expiration Date

7/29/2021

6/30/2022

7/1/2022

6/30/2023

Legal Entity Information

Agent of Service Name:

Craig Halvorson

Agent of Service Mailing Address:

2677 N. Main Street, #400 Santa Ana 92705 CA United States of America

Corporation Number:result[iCtr].License_RegistrationRoot.Registration_Accounts__[regAccts].Corp_or_LLC_ID__c

Federal Employment Identification Number:Member Name(s):

Workers Compensation

Do you lease employees through Professional Employer Organization (PEO)? No

Professional Employer Organization (PEO)?:

Organization (PEO)?:

Please provide your current workers compensation insurance information below:

PEO InformationName	PEO Phone	PEO Email
---------------------	-----------	-----------

Insured by Carrier

Policy Holder Name:Anser Advisory, LLCInsurance Carrier:RLI Insurance CompanyPolicy Number:PSW0003535

Inception date:6/7/2022Expiration Date:6/30/2023

Contractor Information

Legal Entity Name

DHS Consulting, LLC

Legal Entity Type

LLC

Status

Active

Registration Number

PW-LR-1000392938

Registration effective date

7/1/2022

Registration expiration date

6/30/2023

Mailing Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Physical Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Email Address

Trade Name/DBA

Anser Advisory Management LLC, dba Anser Advisory

License Number(s)

Registration History

Effective Date

Expiration Date

7/1/2019

6/30/2020

7/1/2020

6/30/2021

7/1/2021

6/30/2022

7/1/2022

6/30/2023

Legal Entity Information

Corporation Number:result[iCtr].License_RegistrationRoot.Registration_Accounts__[regAccts].Corp_or_LLC_ID__c

Federal Employment Identification Number:Member Name(s):

Corporation Number:result[iCtr].License_RegistrationRoot.Registration_Accounts__[regAccts].Corp_or_LLC_ID__c

Federal Employment Identification Number:Member Name(s):

Agent of Service Name:

Craig

Agent of Service Mailing Address:

Halvorson 2677 N. Main Street, Suite 400 92705 CA United States of America

Workers Compensation

Do you lease employees through No

Professional Employer

Organization (PEO)?:

**Please provide your current
workers compensation insurance
information below:**

PEO	PEO	PEO
PEO InformationName	Phone	Email

Insured by Carrier

Policy Holder Name:Anser Advisory, LLC**Insurance Carrier:**RLI Insurance Company**Policy Number:**PSW0003535

Inception date:6/7/2022**Expiration Date:**6/7/2023

Contractor Information

Legal Entity Name

Anser Advisory

Legal Entity Type

LLC

Status

Active

Registration Number

PW-LR-1000463911

Registration effective date

7/1/2022

Registration expiration date

6/30/2023

Mailing Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Physical Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Email Address**Trade Name/DBA**

DHS Consulting LLC

Anser Advisory Management LLC, dba Anser Advisory

Wallace & Associates Consulting, LLC

License Number(s)

Registration History

Effective Date**Expiration Date**

9/16/2019

6/30/2020

7/1/2020

6/30/2021

7/1/2021

6/30/2022

7/1/2022

6/30/2023

Legal Entity Information

Corporation Number:result[iCtr].License_RegistrationRoot.Registration_Accounts__[regAccts].Corp_or_LLC_ID__c

Federal Employment Identification Number:Member Name(s):

Agent of Service Name:

Craig Halvorson

Agent of Service Mailing Address:

2677 N. Main Street, #400 Santa Ana 92705 CA United States of America

Workers Compensation

Workers Compensation

Do you lease employees through Professional Employer Organization (PEO)?: No

Please provide your current workers compensation insurance information below:

PEO InformationName	PEO Phone	PEO Email
---------------------	-----------	-----------

Insured by Carrier

Policy Holder Name:Anser Advisory, LLC**Insurance Carrier:**RLI Insurance Company**Policy Number:**PSW0003535

Inception date:6/16/2021**Expiration Date:**1/31/2023

Contractor Information

Legal Entity Name

Wallace & Associates Consulting, LLC

Legal Entity Type

LLC

Status

Active

Registration Number

PW-LR-1000947170

Registration effective date

7/7/2022

Registration expiration date

6/30/2023

Mailing Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Physical Address

2677 N. Main Street, Suite 400 Santa Ana 92705 CA United States ...

Email Address

Trade Name/DBA

Anser Advisory Management, LLC

License Number(s)

Registration History

Effective Date

Expiration Date

7/7/2022

6/30/2023

Legal Entity Information

Corporation Number:result[iCtr].License_RegistrationRoot.Registration_Accounts__r[regAccts].Corp_or_LLC_ID__c

Federal Employment Identification Number:Member Name(s):

Agent of Service Name:

Carl Wallace

Agent of Service Mailing Address:

2677 N. Main Street Santa Ana 92705 CA United States of America

Workers Compensation

Do you lease employees through No

Professional Employer

Organization (PEO)?:

**Please provide your current
workers compensation insurance
information below:**

PEO	PEO	PEO
PEO InformationName	Phone	Email

Insured by Carrier

Policy Holder Name:Wallace & Associates Consulting, LLC**Insurance Carrier:**Valley Forge Insurance Company

Policy Number:7011411386**Inception date:**10/26/2021**Expiration Date:**1/17/2023



EXHIBIT 5: IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; **or**
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing ONE of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DSG list of persons engaged in investment activities in Iran.

<i>Vendor Name/Financial Institution (printed)</i> Anser Advisory Management, LLC		<i>BTRC (or n/a)</i> 0002634553-0001-1
<i>By (Authorized Signature)</i> 		
<i>Print Name and Title of Person Signing</i> Craig Halvorson, Executive Vice President/ Regional Managing Director		
<i>Date Executed</i> 10/18/2023	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (printed)</i>		<i>BTRC (or n/a)</i>
<i>By (Authorized Signature)</i>		
<i>Print Name and Title of Person Signing</i>		
<i>Date Executed</i>	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

EXHIBIT 6: CIVIL RIGHTS - TITLE VI ASSURANCES

In accordance with, and as amended or interpreted from time to time, 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, effective April 24, 2013.

I. Title VI List of Pertinent Nondiscrimination Acts and Authorities.

During the performance of this contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the “Consultant”) agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 USC § 2000d *et seq.*, 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination in Federally-Assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- The Age Discrimination Act of 1975, as amended (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982 (49 USC § 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987 (PL 100-259) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act of 1990 (42 USC § 12101, *et seq*) (prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;

- The Federal Aviation Administration’s Nondiscrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations (ensures nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations);
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs [70 Fed. Reg. 74087 (2005)];
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC § 1681, et seq).

II. Compliance with Nondiscrimination Requirements. During the performance of this Contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the “Consultant”), agrees as follows:

1. Compliance with Regulations: The Consultant (hereinafter includes sub-consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. Nondiscrimination: The Consultant, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in the selection and retention of subcontractors/sub-consultants, including procurements of materials and leases of equipment. The Consultant will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
3. Solicitations for Subcontracts, including Procurements of Materials and Equipment: In all solicitations, either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor/sub-consultant or supplier will be notified by the Consultant of the subcontractor/sub-consultant’s obligations under this Contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.

4. Information and Reports: The Consultant will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by LAWA or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a contractor/consultant is in the exclusive possession of another who fails or refuses to furnish the information, the Consultant will so certify to LAWA or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. Sanctions for Noncompliance: In the event of a Consultant's noncompliance with the non-discrimination provisions of this contract, LAWA will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
 - a. Withholding payments to the Consultant under the contract until the Consultant complies; and/or
 - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. Incorporation of Provisions: The Consultant will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Consultant will take action with respect to any subcontract or procurement as LAWA or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Consultant becomes involved in, or is threatened with litigation by a subcontractor/sub-consultant, or supplier because of such direction, the Consultant may request LAWA to enter into any litigation to protect the interests of LAWA. In addition, the Consultant may request the United States to enter into the litigation to protect the interests of the United States.

EXHIBIT 7: SPECIAL INSURANCE PROVISIONS

The following Primary and Ancillary Insurance is required for this Contract with minimum limits outlined and is subject to the terms and conditions set forth in Section 10 of the Contract.

Primary Insurance	
(X) Required	Workers Compensation, Statutory Limits Employer Liability \$1,000,000 each accident \$1,000,000 each employee by disease \$1,000,000 policy limit by disease
(X) Required	Commercial General Liability \$2,000,000 per occurrence \$4,000,000 general aggregate \$2,000,000 personal and advertising injury \$4,000,000 products/completed operations
(X) Required	Commercial Auto Liability \$2,000,000 combined single limit – Non AOA Access For AOA Access: \$5,000,000 combined single limit – Valid Certified SBE, MBE/WBE, or DBE \$10,000,000 combined single limit
Ancillary Insurance, as Required Below	
(X) Required	Professional Liability \$1,000,000 per claim and \$2,000,000 annual aggregate - SM Firm \$3,000,000 per claim and \$6,000,000 annual aggregate – MED Firm \$5,000,000 per claim and \$10,000,000 annual aggregate – LG Firm
Ancillary Insurance, as Required Below	
() Required	Contractor’s Pollution Liability \$__ per occurrence and \$__ annual aggregate

<input type="checkbox"/> Required (refer to specific coverage required)	Property Insurance, All Risk/Special Form Coverage <input type="checkbox"/> Building, including contents <input type="checkbox"/> Tenant improvements <input type="checkbox"/> Builder's Risk Insurance <input type="checkbox"/> Earthquake coverage limit: _____ <input type="checkbox"/> Flood coverage limit: _____ <input type="checkbox"/> Terrorism coverage
<input type="checkbox"/> Required	Installation Floater
<input type="checkbox"/> Required	Pollution Legal Liability \$___ per occurrence and \$___ aggregate
<input type="checkbox"/> Required	Network Security and Privacy Liability (Cyber Liability) \$__ per incident and \$__ annual aggregate
<input type="checkbox"/> Required	Aircraft and Passenger Liability \$__ per occurrence, \$__ annual aggregate, and \$__ per passenger
<input type="checkbox"/> Required	Garage Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Hangar Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Liquor Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Crime Insurance or Fidelity Bond \$___ Theft, dishonesty, disappearance, forgery, alteration, and destruction

Evidence of Consultant's insurance, including all required endorsements, must be uploaded into Consultant's insurance profile at PinsAdvantage.com. Please upload these Special Insurance Requirement with your evidence of insurance. Contact LAWA Risk Management at riskinsurance@lawa.org or your Contract Administrator responsible for your contract if you have questions.



**MULTIPLE AWARD TASK ORDER CONTRACT
BETWEEN THE CITY OF LOS ANGELES AND C2PM
FOR
PROGRAM SERVICES**

This **MULTIPLE AWARD TASK ORDER CONTRACT** (the "Contract"), made and entered into this _____ day of _____, 2024 (hereinafter referred to as "Contract Effective Date"), by and between (a) the CITY OF LOS ANGELES, a municipal corporation and Charter City (hereinafter referred to as "City"), acting by order of and through its Board of Airport Commissioners (hereinafter referred to as "Board") of the Department of Airports (hereinafter referred to as Los Angeles World Airports or "LAWA"), and (b) **C2PM**, (hereinafter referred to as "Consultant" and, together with the City acting by and through LAWA, collectively the "Parties" and individually each a "Party").

RECITALS

- A. **WHEREAS**, LAWA identified the need to and benefit of securing the services of consultants to perform on-call task order based program professional services for projects at Los Angeles International Airport, Van Nuys Airport and LAWA's land holdings in Palmdale, California (collectively, the "LAWA Airports and Properties"); and
- B. **WHEREAS**, LAWA authorized the issuance of a Request for Qualifications for Multiple Award Task Order Contracts (MATOCs) for Program Services on July 11, 2023 (as amended by addenda, the "RFQ") to select consultants to provide such Services; and
- C. **WHEREAS**, in response to said RFQ, Consultant submitted a statement of qualifications, excerpts of which are attached as Exhibit 4 to incorporate commitments made by the consultant in its SOQ submission (the "SOQ Extracts"); and
- D. **WHEREAS**, pursuant to the process set forth in the RFQ, LAWA selected the Consultant as a "Pre-Qualified Applicant"; and
- E. **WHEREAS**, on the basis of such selection the Board has now authorized the award of this Contract to Consultant; and
- F. **WHEREAS**, this Contract sets out the terms and conditions pursuant to which the Consultant may perform Services from time to time pursuant to separate Task Orders (as defined below) to be separately awarded by LAWA.

NOW THEREFORE, in consideration of the promises, and of the terms, covenants and conditions hereinafter contained to be kept and performed by the Parties hereto, **IT IS MUTUALLY AGREED AS FOLLOWS:**

1. **Nature of Agreement.**
2. **Entire and Integrated Contract.**

It is expressly understood and agreed by the Parties that:

- a. the following documents are incorporated into and made a material part of this Contract as though fully set forth herein: each "Exhibit" and "Attachment" hereto, including as Exhibit 4 the excerpts of commitments made by Consultant in its SOQ submitted in response to the RFQ; the Administrative Requirements; the RFQ including its addenda; any Task Order(s) issued by LAWA to Consultant pursuant to this Contract, including any negotiated terms or costs for such Task Orders; and any related Request for Task Order Proposals ("RFTOPs") or documents making up a direct solicitation package (together, the "Contract Documents");
- b. this Contract, is comprised of this document and the other Contract Documents, which include, the Exhibits and Attachments referenced and incorporated hereto, and all other materials referenced herein. Together the Contract and Contract Documents constitute:
 - i. the entire agreement between the Parties hereto and supersedes any and all prior written or oral agreements between them concerning the subject matter contained herein; and
 - ii. constitutes a single, non-severable, integrated agreement whose terms are interdependent and non-divisible.

2.2. Non-Exclusive Contract.

- a. The Consultant acknowledges that: this is a non-exclusive Contract and LAWA is only obligated to Consultant for the scope of Services and the amount of Consultant's compensation for same authorized within any given executed Task Order and any duly executed Amendment thereto;
- b. that, under the terms of the RFQ, LAWA has entered or shall enter into one or more additional contracts ("Parallel MATOC Contracts") in equivalent form with other contractors; and
- c. this Contract does not commit LAWA to any particular outcome with respect to any future RFTOP and/or directed solicitation for Task Orders including any commitment to issue any RFTOP or directed solicitation or subsequently award any Task Order to the Consultant.

3. Term of Contract.

Unless terminated early, the term of this Contract shall be for a period of **five (5) years** commencing upon the Contract Effective Date provided that LAWA may, in its discretion, extend the term for up to **two (2) sequential one-year periods** in each case by providing the Consultant written notice prior to the then otherwise anticipated expiration date.

4. Services to be Performed by Consultant.

4.1. Scope of Services

- a. The scope of services which LAWA may require the Consultant to perform under the terms of any Task Order(s) in accordance with Section 5 are set out in Exhibit 3 (the "Services").
- b. All Services shall be assigned to Consultant by written Task Order(s) issued by LAWA and as may be further described in the Contract Documents. Consultant is authorized to perform only the Services outlined in such Task Order(s). Consultant is not authorized to, and shall not perform, any Services unless and until specifically authorized under the terms of any Task Order(s).
- c. Should Consultant perform any Services outside of those that are specifically authorized in any Task Order(s), Consultant does so at its own risk and expense, and LAWA shall not be obligated to compensate Consultant for such additional services.

4.2. Incidental Work.

- a. It is expressly understood and agreed that Consultant shall perform all ancillary, collateral, and incidental work required to complete the Services in accordance with this Contract and all applicable law as described by Task Order(s), including work for which no specific proposal item(s) was/were included, and/or including work which is required to furnish final, finished and detailed Services consistent with and fulfilling the requirements of the Contract Documents, and/or costs for home office and other administrative personnel for whom a specific position description and common rate is not provided in Exhibit 1, except as otherwise agreed by LAWA in a subsequent Task Order.
- b. All such incidental work shall not be considered extra work for which additional compensation can be claimed by Consultant. Such incidental work is presumed to be included in the fully burdened hourly common rates set forth in Exhibit 1 and within any other amount agreed expressly.

4.3. Deliverables.

In its performance of the Services, the Consultant agrees to provide any deliverables defined in specific Task Order(s) issued pursuant to this Contract, which are otherwise reasonably necessary to complete the Task Order-defined Services, and as may be further described in the Contract Documents.

4.4. Standards for Performance of Services.

- a. Consultant agrees to perform all Services in strict compliance with the Contract Documents, law, and the Standard of Care, for which purposes:
 - i. the "Standard of Care" refers to the generally accepted professional standards of a specialist which provides professional services for major

- international airports in the United States of America of the type, scope, quality, and complexity described in the Contract Documents; and
- ii. the obligation to comply with law shall include compliance with all applicable local, State, and Federal laws, rules and regulations, of any and all City, State and Federal agencies, including, the Federal Aviation Administration (FAA), Transportation Security Administration (TSA), the United States Department of Transportation (DOT), which may have jurisdiction over, or be concerned with, the programming and planning of Services and/or project tasks.
- b. Further, Consultant agrees to cooperate fully with LAWA and the City in their efforts to comply with the Americans With Disabilities Act of 1990 and any amendments thereto, or successor statutes. Should Consultant fail to comply with this Section, then LAWA shall have the right, but not the obligation, to perform, or have performed, whatever work is necessary to achieve equal access compliance. Consultant shall then be required to reimburse LAWA, or LAWA shall exercise its right to withhold from a future payment due and owing to Consultant the actual cost of achieving compliance, plus a fifteen percent (15%) administrative charge.
 - c. Consultant shall provide for quality control and quality assurance of the Services, including to ensure compliance of such Services with all Contract Document terms and conditions.
 - d. Consultant shall be solely responsible for any and all damages caused, and/or penalties levied, as the result of Consultant's noncompliance with the foregoing obligations under this Section.
 - e. Consultant shall work with LAWA in resolving any conflicting legal authorities, provided that to the extent resolution of conflicts is not possible, LAWA's determination shall be final and binding.

5. Task Orders.

5.1. Retention of Services by Task Order

- a. Any Services to be provided by Consultant shall only be performed pursuant to written directives from LAWA to the Consultant (each, a "Task Order") that provide a detailed description of either the specific Services or tasks to be performed, the personnel to be assigned, the time frame for the subject Services to be performed, the not-to-exceed amount Consultant shall be compensated for such Services, and any estimated expenses, together with such other terms and conditions as LAWA may require.
- b. Task Orders and any and all amendments to Task Orders shall be in writing and signed by LAWA and the Consultant.
- c. Task Orders shall be competitively awarded by LAWA under the terms of a RFTOP or otherwise awarded through direct solicitations, in either case with the method of solicitation to be determined by LAWA. Consultant shall provide a complete

detailed proposal with respect to each Task Order under the terms of any RFTOP or direct solicitation. LAWA reserves the right to reject any or all bids or proposals received in response to any RFTOP or other direct solicitation as it may determine in its sole discretion.

- d. The sharing of information regarding any RFTOP or other direct solicitation, or the performance of services under any Task Order, between or among the Consultant and consultants under any Parallel MATOC Contract, and the engagement in collusion between or among such parties, remains strictly prohibited.
- e. When LAWA elects to have a defined scope of Services performed pursuant to this Contract, LAWA may notify, in its own discretion, one or more consultants prequalified by the RFQ process, in writing, by sending them a RFTOP.
- f. LAWA reserves the right to deem the Consultant ineligible to participate in a RFTOP or to be awarded any Task Order if LAWA determines, in its sole discretion, that an actual or perceived conflict of interest exists or may exist with respect to other work the Consultant is performing or has performed at the Airports.

5.2. Professional Services and Common Rates

- a. LAWA has identified all-inclusive common rates for personnel that shall be used under this Contract and each Parallel MATOC Contract in the negotiation of the fee for any Task Orders issued following any future direct solicitation and/or RFTOP. The applicable common rate for each position is set forth in Exhibit 1. Personnel shall be assigned to the highest position description and common rate for which they are qualified that most directly corresponds to the work to be performed by such individual under the relevant Task Order. Equivalent experience may substitute for specific educational requirements on a case by case basis as determined in LAWA's discretion. Provisions on allowable reimbursable costs are set forth in Exhibit 2.
- b. By executing this Contract the Consultant reiterates its acknowledgment and agreement to the use of such common rates in this manner under the terms of the SOQ Cover Letter, and further agrees that any effort to revoke such agreement shall result in it being ineligible for Task Order award and may constitute an event of default.
- c. In all cases Consultant and any of its sub-consultants shall be responsible for, and cannot seek reimbursement for, all costs associated with badging, escorting and

obtaining airfield access associated with the Services to be performed pursuant to the Contract.

5.3. Changes to Scope of Services, Task Orders or Project Schedule

- a. Changes to the scope of Services, Task Order or project schedule shall only be valid if memorialized by a written Task Order amendment signed by the Parties and issued by LAWA ("Amendment") in accordance with Section 37.4.
- b. LAWA may request changes to the scope of Services required by a Task Order(s) upon issuance of a written notice to Consultant in accordance with this Section (a "Change Notice"). The Consultant shall within ten (10) days after receipt of such Change Notice, notify LAWA in writing of any impact of the Change Notice on either time or compensation, provided that claims for changes in compensation shall be calculated in accordance with Section 7 and Exhibit 2 with respect to costs which it is otherwise already permitted to claim for the performance of Services. Upon agreement between LAWA and the Consultant as to the extent of such impacts on time and compensation, not to be unreasonably withheld or delayed by the Consultant, an Amendment shall be executed by the Parties modifying the subject Task Order accordingly. Execution of the Amendment by both Parties shall constitute the Consultant's notice to proceed with the changes memorialized by the Amendment.
- c. The Consultant shall be liable for all costs resulting from any change (howsoever described) in the scope of Services under any existing Task Order not properly ordered under the terms of a written Amendment issued in accordance with this Section and signed by LAWA. Furthermore, Consultant shall not be compensated for Services performed pursuant to an Amendment unless the Amendment and the related costs were agreed to by LAWA in writing in advance of Consultant performing such Services.

6. Completion of Consultant's Services.

6.1. Time is of the Essence.

- a. It is understood and agreed that time is of the essence in the performance of the Services, and the phases within which the Services are to be performed, under this Contract. The Services and any defined deliverables shall be completed and delivered to LAWA in a prompt and timely fashion so as to permit the effective review and employment of the deliverables by LAWA during and throughout the performance of the Services.
- b. The time during which Consultant is delayed in the performance of Services by the acts or neglect of LAWA, LAWA's employees or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; or by acts of God, which Consultant could not reasonably have foreseen and provided for, and which are not caused by, or the continuance of which are not due to, any fault or negligence on the part of

Consultant, shall be added to the applicable period for completion of Consultant's Services under this Contract.

6.2. Force Majeure Events.

- a. If the performance by the Consultant of the Services is prevented or delayed due to the occurrence of any event or circumstance beyond its reasonable control, to the extent such could not have been avoided or mitigated by the exercise of due diligence, and which could not have been expected or taken into account as of the Contract Effective Date, including, the acts or neglect of LAWA, LAWA's employees, or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; by pandemics and epidemics (including COVID-19, but excluding those impacts of COVID-19 that are in effect as of the Contract Effective Date); lockouts; failures of power; acts of God; tornados; hurricanes; earthquakes; acts of public enemies; terrorism; riots; insurrection; civil commotion; inability to obtain labor or materials or reasonable substitutes for either; fire; or similar cause, in each case excluding any event or circumstance arising from any fault of the Consultant, the Consultant shall notify LAWA of such event or circumstance.
- b. Following such notice, the Consultant's nonperformance shall be excused during the period of prevention or delay, and any affected deadlines shall be extended by an equivalent period, subject to compliance with the following mitigation obligations and provided that in no case shall the term under Section 3 be extended as a result of any such event or circumstance. In no case shall LAWA be liable to Consultant for any damages or other cost or expense on account of any such event or circumstance.
- c. When affected by any such event or circumstance, the Consultant shall exercise commercially reasonable efforts to overcome the impediment to performance.
- d. Notwithstanding the foregoing, the Consultant shall not be excused from any obligations that by their nature can continue during the occurrence and continuance of such event or circumstance.

7. Payment.

7.1. Payment for Services.

- a. The Consultant shall be compensated according to the Task Order and the guidelines established by the Contract Documents for the Services provided.
- b. For all Services rendered under this Contract and all reimbursable costs allowed under this Contract LAWA shall calculate payments to the Consultant in accordance with the Task Order(s) as such shall include the fully burdened hourly common rates set forth in Exhibit 1 and the cost reimbursables set forth in Exhibit 2, on either (1) a mutually agreed-upon lump sum basis, (2) a direct time and

material basis, or (3) a fixed fee basis, in each case as elected by LAWA and memorialized in a not-to-exceed Task Order.

- c. LAWA, in its sole discretion and as deemed necessary, may by notice to the Consultant (including, in its sole discretion, in response to a written and justified Consultant request) add positions to the list in Exhibit 1, adjust the common rates based on market conditions, indicating corresponding fully burdened hourly rates for such additional positions to be taken into account under the terms of any RFTOP, direct solicitation, or Task Order. Any such addition(s) of positions shall not entitle Consultant to claim any change to any not-to-exceed total sum as indicated above. This Section is not intended to be utilized to provide for individualized rates in excess of the common rates for which a reasonably equivalent position description is already provided.

7.2. Not to Exceed Amount.

For all Services rendered under this Contract, and all reimbursable costs allowed under the Contract incurred by Consultant pursuant to this Contract under all Task Orders, the total compensation to be paid to the Consultant, together with such amounts paid or payable by LAWA to other consultants under the terms of any Parallel MATOC Contracts, shall not exceed the total sum of nine hundred fifty million Dollars (\$950,000,000.00).

7.3. Requests for Payment.

- a. If Consultant is performing Services under a Task Order and entitled to compensation, the Consultant shall submit requests for payment (each a "Request for Payment") on a monthly basis, or as directed by LAWA, for Services completed during the billing period.
- b. Consultant is obligated to collect monthly invoices from its sub-consultants and include the same in its monthly Request for Payment to ensure its sub-consultants are paid timely and in accordance with Section 7.4 below.
- c. The Parties agree that time is of the essence in the submission of any Request for Payment, inclusive of any charge or invoice, and agree that, as a condition precedent to Consultant's right to payment, Consultant shall submit any charge, invoice or Request for Payment no later than one hundred twenty (120) days from the last date of service for which payment is sought. The Parties agree that Consultant waives its right to payment for any charge, invoice, or Request for Payment submitted more than one hundred twenty (120) days from the last date of service for which payment is sought.
- d. Each Request for Payment will:
 - i. contain documentation to support payment as required by LAWA, which documentation shall include invoices for cost reimbursables under Exhibit 2, applicable personnel time sheets, identification of the scope of Services completed, billing by position, and the applicable billing rates reflecting those required under Exhibit 1;

- ii. include relevant sub-consultant(s) invoices together with documentation that summarizes the Consultant's utilization of Small/Minority/Women/Disadvantaged Businesses via reporting software to be determined by LAWA;
 - iii. contain a cumulative total of all monthly billings, costs broken down per Task Order, Task Order authorization amount, the monthly billing applicable to each Task Order, and a cumulative total applicable to each Task Order;
 - iv. if specifically requested by LAWA, include all pertinent timesheets for Consultant and for all sub-consultants that relate to such monthly invoice;
 - v. otherwise be in accordance with Exhibit 2, "Cost Reimbursable Exhibit;"; and
 - vi. will be certified by a duly authorized and knowledgeable officer of the Consultant in a certification containing the following statement: "I certify, under penalty of perjury, under the laws of the State of California, that to the best of my knowledge and belief, the above bill/invoice is just, true and correct according to the terms of this Contract, and that payment therefore has not been received."
- e. LAWA reserves the right to require use of specific billing templates supplied by LAWA and to require additional documentation and substantiation regarding any Request for Payment in either case if LAWA considers such additional documentation and substantiation to be in the best interest of LAWA.
- f. A failure to comply with the foregoing, including to submit any documentation with the Request for Payment and via reporting software as determined by LAWA, shall result in remedies and/or sanctions as LAWA, or applicable law, deems appropriate, and a delay in processing the Requests for Payment.
- g. Consultant shall perform thorough Quality Assurance (QA)/Quality Control (QC) of each Request for Payment prior to submitting the same to LAWA.
- h. LAWA shall process the Request for Payment, following LAWA's normal procedure, upon approval of said request by LAWA which shall be paid to Consultant within thirty (30) days of LAWA's receipt and approval of a satisfactory invoice, subject to the following:
- i. Any errors discovered in the Consultant's invoicing by LAWA shall be brought to the Consultant's attention during the review cycle and the Consultant shall be given a period of time, determined by LAWA in its discretion (of approximately two (2) to three (3) days) to correct any issues or provide adequate level of support documentation in order to keep the Request for Payment in process. Should the correction not be made in the time specified, the charges shall be removed and the invoices short paid. Should the charges be supported after the deadline, they may be

resubmitted in a subsequent Request for Payment for consideration; however, if deemed in error or unallowable a second time, the Consultant waives its right to payment for the affected charges.

- ii. LAWA shall not be required to make payments for Services not yet performed, nor for Services deemed unsatisfactory by LAWA, or not performed in accordance with the Standard of Care or otherwise in compliance with the Contract Documents. The Parties agree that LAWA shall make the final determination as to when Consultant's Services, or any part thereof, have been satisfactorily performed or completed to justify release of any given payment to Consultant under the Contract.
- iii. Consultant shall maintain, in a form subject to audit, and in accordance with generally accepted accounting principles, backup documentation to support all entries in each Request for Payment which documentation shall be made available to LAWA, and to its duly authorized representative(s), upon request by LAWA.

7.4. Prompt Payment to Sub-consultants.

- a. Consultant agrees to pay each sub-consultant under this Contract, and require the same of its sub-consultants, not later than seven (7) days after receipt of each payment, the respective amounts allowed the Consultant on account of the work performed by the sub-consultants, to the extent of each sub-consultant's interest therein pursuant to the California Business and Professions Code Section 7108.5.
- b. In the event that there is a good faith dispute over all or any portion of the amount due on a payment from the Consultant to a sub-consultant or from a sub-consultant to a sub-consultant, the Consultant or sub-consultant may withhold no more than one hundred fifty percent (150%) of the disputed amount. Consultant shall include this provision in all contracts with sub-consultants.

7.5. Set-off.

LAWA shall have the right to retain, out of any payment otherwise due to Consultant under this Contract and any Task Order, an amount sufficient to satisfy any amount due and owing to LAWA from Consultant under this Contract and any Task Order, including in connection with indemnification. Prior to withholding any amounts in dispute, LAWA shall use reasonable efforts to provide Consultant with a notice indicating the specific amounts LAWA intends to withhold and the reasons and contractual basis for the withholding.

8. Project Records and Audits.

8.1. Obligation to Keep and Maintain Records.

- a. Consultant shall create, maintain, and retain full and complete "records", including, but not limited to, books, documents, accounting procedures and practices, and other data, papers, databases, files, and other documentation of information, regardless of type and regardless of whether such items are in written

form, in the form of computer data, or in any other form, relating to Services and the Consultant's performance of its obligations under the Contract Documents and each sub-consultant's performance under any subcontract to which it is a party. Such records shall be maintained until at least four (4) years following the end of the term or if later, following the latest of final payment on, final termination settlement of, or final dispute resolution of, this Contract.

- b. In addition, Consultant shall use an electronic document management system approved or provided by LAWA in its discretion for such project records.

8.2. Inspections and Audits.

- a. LAWA personnel shall have the right to enter Consultant's work locations from time to time with reasonable prior written notice and subject to safety and health protocols.
- b. Consultant shall provide LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, with access to such records at location(s) in the City during normal business hours (and, upon reasonable request, at times outside normal business hours) and to the extent possible on a 24/7 basis through remote access, for any lawful or contractually permitted purpose including audits, examinations, excerpts and transcriptions.
- c. Consultant shall at all times otherwise cooperate and coordinate with LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, when such are performing oversight and conducting inspections during the performance of the Services, including by attending meetings, providing personnel to participate in working groups, and responding to requests for information.

8.3. Audit Results.

- a. To the extent that an audit by the City, City's independent auditors, LAWA consultant, or their designees, or any other authority with jurisdiction, discloses excess charges inaccurately or improperly invoiced or allocated to this Contract by the Consultant or its sub-consultants, Consultant agrees to remit the amount of the overpayment to LAWA upon demand.
- b. If such audit discloses an overcharge of two percent (2%) or more of the total amount invoiced to LAWA for any year audited, and such audit is correct, Consultant shall pay the actual cost of such audit, which cost, in the case of audits conducted by City's or LAWA's auditors or City or LAWA using in-house staff, shall be computed on the basis of two (2) times the direct payroll of the audit staff completing the audit and audit report.
- c. Should audit disclose an underpayment to Consultant, LAWA shall promptly remit the amount of the underpayment to the Consultant. The foregoing obligations to

pay in the event of an overcharge do not apply to errors discovered in the processing of Requests for Payment in the ordinary course of business or to adjustments in the Consultant's applicable common rate in Exhibit 1. Consultant shall include, in any and all sub-consultant agreements under this Contract that exceed One Hundred Thousand Dollars (\$100,000.00), a provision setting forth the record retention requirements specified in this paragraph.

9. Personnel and Subcontracting.

9.1. Personnel Generally.

- a. All Consultant's personnel to be assigned to provide Services pursuant to this Contract shall be authorized to perform Services through the use of a written Task Order.
- b. Consultant shall ensure that all Services shall be performed and, as applicable, supervised by personnel who are professionally and technically qualified to, who are authorized under State and local law to, and who hold all necessary registrations, permits, approvals, and licenses to, perform or supervise the relevant part Services pursuant to this Contract.
- c. Subject to compliance with law, LAWA reserves the right to require Consultant to remove from the work any personnel, including Key Personnel, for any reason given in writing.
- d. Upon such notice, Consultant shall promptly remove and replace, or ensure the removal and replacement, of such Person.

9.2. Key Personnel.

- a. Subject to the following, and excepting any periods in which a position is temporarily vacated due to retirement, death, disability, incapacity, or termination of employment, Consultant shall ensure that all Key Personnel are at all relevant times occupying the role and performing the function of their position in each case as required by or set out in Exhibit 1 and any other relevant provisions of this Contract. Consultant shall provide one of each Key Personnel identified as being applicable the scope category (or categories) included in the Consultant's scope of Services under this Contract.
- b. Consultant shall promptly fill any vacant Key Personnel position. Consultant shall not remove and/or replace any of the Key Personnel (including through an appointment to a vacant position) without LAWA's prior approval, provided that Consultant may, as required by Law, terminate, suspend or limit the duties of any Key Personnel individual (and, promptly thereafter, notify LAWA of such action and its proposed replacement).

9.3. Subcontracting

- a. Consultant shall direct, coordinate, and control the activities of all subcontractors and sub-consultants with respect to the Services. The subcontracting, including

through arrangements with sub-consultants, of all or any part of the Services by Consultant shall not relieve Consultant from any of the obligations or conditions of this Contract. As between the Parties, Consultant shall be solely responsible for the selection, pricing, scheduling, and performance of all subcontractors and sub-consultants (in each case of every tier), and for the performance, non-performance, acts, defaults, omissions, breaches, and negligence of the same, as fully as if any such performance, non-performance, acts, defaults, omissions, breaches, or negligence were those of Consultant.

- b. Nothing contained in the Contract shall create any contractual relationship between LAWA and any subcontractor or sub-consultant.
- c. The Parties acknowledge and agree that, as of the Contract Effective Date, Consultant has entered into the following subcontracts and sub-consultant agreements with the following subcontractors and sub-consultants, including as such were "Members" (as such term is defined in the RFQ) identified in its SOQ:
 - i. 1st Choice DVBE, LLC
 - ii. 3D Built
 - iii. AB Engineering, Inc.
 - iv. Andersen Integrated Services, Inc.
 - v. Aristos Strategies, LLC
 - vi. Aviation PM Consulting
 - vii. Bellum Capital, LLC (dba Bellum Smart)
 - viii. Caltrop, LLC
 - ix. CDM Smith, Inc.
 - x. Cobec Consulting, Inc.
 - xi. David Engineering, LLC
 - xii. ELLANA Construction Consultants, West Coast Inc.
 - xiii. EXP U.S. Services, Inc.
 - xiv. General Technologies and Solutions, LLC (GTS)
 - xv. Greater Than DD, LLC
 - xvi. Intelligence Consulting Management, LLC (dba ICM Federal)
 - xvii. Kane Construction Services, Inc.
 - xviii. Kleinfelder, Inc.
 - xix. MACE North America, Ltd.
 - xx. Pacific Pros Consultants, Inc.

- xxi. PMA Consultants, LLC
 - xxii. SCA Strategic Partnership International, LLC
 - xxiii. Stantec Consulting Services, Inc.
 - xxiv. STV Construction, Inc.
 - xxv. Verdical Group, Inc.
- d. Consultant shall not without prior LAWA approval make or permit any assignment, transfer, change, or replacement of any of the foregoing identified subcontractors and sub-consultants, or of any other subcontractors or sub-consultants separately identified by Consultant and approved by LAWA in connection with a Task Order.
 - e. Consultant shall solicit bids and proposals from subcontractors and sub-consultants to perform Services under any future Task Order, at a minimum, to the extent such Services must be competitively bid in order to comply with the law.
 - f. In accordance with California Public Contract Code Section 6109(a), Consultant shall not perform Services with any subcontractor or sub-consultant who is ineligible to perform work on a public works project pursuant to California Labor Code Section 1777.1 or Section 1777.7. In accordance with California Public Contract Code Section 6109(b), any contract on a public works project entered into between Consultant and a debarred subcontractor or sub-consultant is void as a matter of law. A debarred subcontractor or sub-consultant may not receive any public money for performing work as a subcontractor or sub-consultant on a public works contract, and any public money that may have been paid to a debarred subcontractor or sub-consultant by Consultant shall be returned to LAWA. Consultant shall be responsible for the payment of wages to workers of a debarred subcontractor or sub-consultant who has been allowed to perform Services. LAWA shall strictly comply with the applicable law and shall act on information related to any debarred subcontractor or sub-consultant in accordance with law.

9.4. Subcontracting Terms and Records

- a. Each subcontract and sub-consultant agreement shall incorporate all terms and provisions that this Contract or law require to be expressly incorporated in such subcontract and sub-consultant agreement, or that are otherwise necessary for Consultant to comply with its obligations under this Contract. In addition, no Subcontract shall contain terms that are contrary to or inconsistent with this Contract.
- b. Consultant shall maintain records of all subcontracts and sub-consultant agreements to which Consultant is a party and will, upon LAWA request, provide

LAWA with a list describing all subcontracts and sub-consultant agreements and a copy of any such subcontracts and sub-consultant agreements.

10. General Insurance Provisions.

10.1. Primary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract, the following types of insurance in amounts specified in the Special Insurance Provisions included in Exhibit 7 and incorporated herein by reference:

10.1.1. Workers' Compensation and Employer's Liability Insurance.

Consultant shall maintain Workers' Compensation insurance as required by the State of California including coverage for Employer's Liability with limits per accident, employee, and disease.

10.1.2. Commercial General Liability Insurance.

- a. Consultant shall maintain Commercial General Liability (CGL) providing coverage for bodily injury, property damage, and personal and advertising injury through any combination of primary and excess or umbrella liability insurance policies with annual reinstatement of the general aggregate limit at each policy period renewal. The CGL shall include broad contractual liability.
- b. The CGL insurance must be written on an ISO occurrence form CG 00 01 or substitute forms providing equivalent coverage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Coverage shall apply for both ongoing and completed operations on a form acceptable to LAWA. Coverage shall be provided to LAWA for liability and any damage to property and injury or death of persons, unless caused by LAWA'S sole or active negligence or willful misconduct.
- c. For construction contracts, completed operations coverage must be in place for the entire California State Statute of Repose which is currently ten (10) years. The liability insurance requirements as noted in Exhibit 7 can be met through a Contractor Controlled Insurance Program (CCIP), however, LAWA reserves the right to review and approve the program prior to starting work.

10.1.3. Commercial Automobile Insurance.

Consultant shall maintain Commercial Auto Insurance written on ISO form CA 00 01 (or substitute form providing equivalent liability coverage). Such insurance shall cover liability arising out of any auto (including owned, hired, and non-owned autos) and may be satisfied by a combination of primary and excess and/or umbrella policies. Insurance limits will vary depending on Consultant's access to Air Operations Area "AOA". All excess or umbrella policies shall contain a drop-down clause in the event of exhaustion of primary limits and provide coverage for primary auto liability. Coverage shall include an MCS 90 endorsement for Consultant's hauling or transporting hazardous materials.

10.2. Ancillary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract ancillary insurance coverages, if required by LAWA and identified in Exhibit 7, with terms and conditions outlined below:

10.2.1. Professional Liability.

Consultant shall maintain Professional Liability Insurance providing coverage for the professional services provided under this Contract. The policy must have a retroactive date prior to the effective date of the Contract. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.2. Contractor's Pollution Liability.

Consultant shall maintain Contractor's Pollution Liability Insurance coverage for bodily injury, property damage, personal injury and environmental site restoration including fines and penalties in accordance with applicable EPA or state regulations. Coverage shall extend to losses from the release or escape of pollutants including discharge of pollutants brought to the site, release of pre-existing pollutants at the site whether sudden or gradual over time and mold resulting from Consultant's work. Coverage must also extend to first-party clean-up costs, business interruption, loss of rents, and extra expense and include coverage for completed operations up to ten (10) years following project acceptance by LAWA.

10.2.3. Property Insurance.

Consultant shall maintain Property Insurance coverage for the building, including contents, tenant improvements, and/or builders' risk on an All Risk/Special Form for all risks of physical loss or damage for all real property or improvements Consultant may be required to insure, including flood and earthquake coverage, for not less than the full replacement cost. Property insurance deductibles are the sole responsibility of the Consultant and must be approved by LAWA.

10.2.4. Installation Floater.

Consultant shall maintain an Installation Floater providing coverage for the value of equipment to be installed and shall include LAWA as an insured and loss payee. Coverage for testing, water damage, mechanical breakdown, and electrical injury shall be included.

10.2.5. Pollution Legal Liability Insurance.

Consultant shall maintain Pollution Legal Liability Insurance providing coverage for bodily injury, property damage, including loss of use of damaged property or of property that has not been physically injured or destroyed, cleanup costs, and defense, including costs and expenses incurred in the investigation, defense, or settlement of claims. Coverage shall apply to sudden and non-sudden pollution conditions resulting from the escape or release of smoke, vapors, fumes, acids, alkalis, toxic chemicals, liquids, or gases, waste materials, or other irritants, contaminants, or pollutants. The insurance shall cover

cleanup, including cleanup of pollutants on and migrating away from the insured location, restoration, business interruption, and extra expense as a result of release of pollutants. Coverage shall apply to non-owned disposal sites and shall meet any requirements of proof of financial responsibility laws for underground storage tanks, if appropriate. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.6. Network Security and Privacy Liability (Cyber liability).

Consultant shall maintain Network Security and Privacy Liability Insurance (Cyber liability) providing coverage sufficiently broad to respond to the duties and obligations undertaken by Consultant in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion, introduction, implantation or spread of malicious software code and network security including unauthorized access to or use of computer systems or business data. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties, and credit monitoring expenses with limits sufficient to respond to these obligations.

10.2.7. Aircraft and Passenger Liability Insurance.

Consultant shall maintain Aircraft and Passenger Liability Insurance providing coverage for third party bodily injury and property damage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Limits will vary based on federal requirements, passenger and/or cargo capacity.

10.2.8. Garage Keeper's Liability Insurance.

Consultant shall maintain Garage Keeper's Liability Insurance providing coverage that includes liability for loss or damage to vehicles which are the property of others and in the care, custody, or control of Consultant for storage, repair, or safekeeping.

10.2.9. Hangar Keeper's Liability Insurance.

Consultant shall maintain Hangar Keeper's Liability Insurance providing coverage that includes liability for loss or damage to aircraft which are the property of others and in the care custody and control of Consultant for storage, repair, or safekeeping.

10.2.10. Liquor Liability Insurance.

Consultant shall maintain Liquor Liability Insurance providing coverage that includes liability for claims arising from the sale or serving of alcohol on LAWA's premises. Coverage may be endorsed on the commercial general liability policy or through a stand-alone policy.

10.2.11. Crime Insurance or Fidelity Bond Insurance.

Consultant shall maintain Crime Insurance or Fidelity Bond Insurance providing coverage for commercial crime insurance or a fidelity bond naming LAWA as a loss payee. The policy

or bond shall cover theft, dishonesty, disappearance, forgery, alteration, and destruction caused by employee of Consultant.

10.3. General Provisions.

10.3.1. Additional Insureds.

Consultant's insurance, with exception of workers compensation and professional liability, if required, shall name City of Los Angeles, Department of Airports, also known as Los Angeles World Airports (referred to as "LAWA"), and its Board of Airport Commissioners, directors, officers, employees, their successors, and assigns as additional insureds.

10.3.2. Primary Insurance.

Consultant's insurance shall be primary and non-contributory with any insurance maintained by LAWA and shall include cross liability or severability of interest, if applicable.

10.3.3. Notice of Cancellation.

Consultant's insurance shall be endorsed to provide LAWA with notice thirty (30) days prior to cancellation of any required coverage except for non-payment which may be with ten (10) days notice of cancellation.

10.3.4. Acceptability of Insurers.

All required insurance shall be written by companies having an AM Best's rating of A- VII or equivalent, as determined by LAWA.

10.3.5. Deductibles and Self-Insured Retentions.

Any deductible or self-insured retention maintained by Consultant for any required coverage must be declared and approved by LAWA. LAWA reserves the right to request financial statements and Consultant agrees to be fully responsible for payment of any such deductibles or self-insured retentions.

10.3.6. Insurance Compliance.

Consultant shall deliver to LAWA certificates of insurance on an Acord or equivalent form signed by an authorized representative of the insurers prior to the execution of this Contract, prior to commencing any work or service, and at least ten (10) days prior to the renewal or replacement of any of the required insurance, or upon reasonable request by LAWA. Certificates of insurance must include all required endorsements, including but not limited to additional insured, primary and non-contributory, notice of cancellation, and waiver of subrogation, as applicable. Consultant will not receive a notice to proceed until LAWA has approved insurance. LAWA reserves the right to request copies of required insurance policies, as needed.

Certificate holder shall read:

City of Los Angeles, Department of Airports,
also known as Los Angeles World Airports



P. O. Box 92216
Los Angeles, CA 90009
ATTN: Risk Management Department

Should Consultant fail to obtain and maintain the required insurance, LAWA reserves the right, upon ten (10) days prior written notice to Consultant of its intention to do so, to obtain and maintain such insurance on behalf of Consultant. Consultant shall be responsible for all costs incurred with respect to such insurance obtained by LAWA, plus administrative overhead.

10.3.7. Maintenance of Insurance.

Consultant shall maintain all required insurance throughout the entire duration of this Contract without any lapse in coverage or reduction in required limits. LAWA reserves the right to reevaluate and adjust the insurance types and coverage limits required herein annually.

10.3.8. Waiver.

Consultant agrees to waive all rights of recovery against LAWA, and cause its Workers' Compensation, Commercial General Liability, Automobile Liability, and Umbrella/Excess insurance policies to be endorsed to waive subrogation against LAWA. Consultant is solely responsible for insuring, repairing, or replacing any of its personal property and tools and equipment, whether owned, non-owned, or hired. Consultant waives all right of recovery or subrogation against LAWA regardless of cause of damage.

10.3.9. Self-Insurance.

LAWA recognizes that some insurance requirements contained in this Contract may be fulfilled by self-insurance on the part of the Consultant. Self-insurance shall not in any way limit liabilities assumed by Consultant under this Contract including but not limited to naming LAWA as an additional insured and waiving rights of recovery. Any self-insurance shall be approved in writing by LAWA upon satisfactory evidence of financial capacity. Consultant obligation hereunder may be satisfied in whole or in part by adequately funded self-insurance programs or self-insured retentions.

10.3.10. Sub-consultant Insurance.

Consultant shall require insurance of its subcontractors/sub-consultants for the types and coverage limits appropriate for the exposure in consultation with LAWA, at the time of Task Order. In no event shall the insurance required of the Consultant be reduced or altered by the coverage maintained by subcontractors/sub-consultants.

10.3.11. Modification.

- a. At LAWA's sole discretion, the Insurance Requirements may be further defined and/or revised via each Task Order issued to Consultant, if any.
- b. Furthermore, LAWA and Consultant agree that the insurance policy limits specified in the Administrative Requirements shall be reviewed by LAWA for adequacy annually, and/or before LAWA issues a Task Order(s), if any, to Consultant, throughout the term of this Contract, who may thereafter require Consultant to adjust the amount(s) of insurance coverage(s) to whatever amount(s) LAWA deems to be adequate.

11. LAWA and City Held Harmless.

- a. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold harmless LAWA, the City and any and all of LAWA's and the City's Boards, officers, agents, employees, assigns and successors in interest from and against any and all suits, claims, causes of action, liability, losses, damages, demands or expenses (including, but not limited to, attorney's fees and costs of litigation), claimed by anyone (including Consultant and/or Consultant's agents or employees) by reason of injury to, or death of, any person(s) (including Consultant and/or Consultant's agents or employees), or for damage to, or destruction of, any property (including property of Consultant and/or Consultant's agents or employees) or for any and all other losses, founded upon or alleged to arise out of, pertain to, or relate to the Consultant's and/or sub-consultant's performance or non-performance of the Contract, whether or not contributed to by any act or omission of LAWA, the City, or of any of LAWA's or the City's Boards, officers, agents or employees; provided, however, that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from or relate to Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, this paragraph shall not be construed to require Consultant to indemnify or hold LAWA or the City harmless to the extent such suits, causes of action, claims, losses, demands and expenses are caused by, as applicable, the LAWA's or the City's sole negligence, willful misconduct or active negligence; provided further that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, Consultant's indemnity obligations shall be limited to allegations, suits, claims, causes of action, liability, losses, damages, demands or expenses arising out of, pertaining to, or relating to the Consultant's negligence, recklessness or willful misconduct in the performance of the Contract.
- b. For purposes of clarification, not of limitation, of the foregoing, in the case of any hazardous substance spill, leak, discharge or contamination by Consultant or its employees, servants, agents, contractors or sub-consultants which affects property of the City or LAWA or its tenants' property, Consultant agrees to make or cause to be made any necessary corrective actions to clean up and remove any spill, leakage or contamination to the satisfaction of LAWA. If Consultant fails to repair, cleanup, properly dispose of or take any other corrective actions as required

herein, the City may (but shall not be required) to take all steps it deems necessary to properly repair, clean up, or otherwise correct the conditions resulting from the spill, leak or contamination. Any such repair, clean-up or corrective actions taken by the City shall be at Consultant's sole cost and expense and Consultant shall indemnify and pay for and/or reimburse the City for any and all costs (including any administrative costs) the City incurs as a result of any repair, clean-up or corrective action it takes.

- c. In addition, and consistent with the requirements of Section 13 below, Consultant agrees to protect, defend, indemnify, keep and hold harmless LAWA and the City, including its Boards, Departments and LAWA and the City's officers, agents, servants and employees, from and against any and all claims, damages, liabilities, losses, and expenses arising out of any threatened, alleged, or actual claim that the end product provided to LAWA by Consultant violates any patent, copyright, trade secret, proprietary right, intellectual property right, moral right, privacy, or similar right, or any other rights of any third party anywhere in the world. Consultant agrees to, and shall, pay all damages, settlements, expenses and costs, including costs of investigation, court costs and attorney's fees, and all other costs and damages sustained or incurred by LAWA or the City arising out of, or relating to, the matters set forth above in this paragraph of the foregoing "Hold Harmless" agreement.
- d. In Consultant's defense of LAWA and the City under this Section, negotiation, compromise, and settlement of any action, LAWA and the City shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.

11.2. Survival.

The following provisions of this Contract shall survive the expiration or earlier termination of this Contract;

- a. Consultant obligations regarding retention of project records, including as contained in Section 8;
- b. Consultant obligations regarding insurance in Section 10;
- c. Section 11 regarding indemnification and holding LAWA and City harmless;
- d. Section 13 regarding intellectual property;
- e. Section 27 regarding default and termination;
- f. Section 29 regarding Consultant representations and warranties;
- g. Section 30 regarding limitations on liability;
- h. Sections 32 and 38 regarding construction, governing law, and disputes; and

- i. any Consultant liability or obligations to LAWA arising from a Default as may be stated in this Contract.

12. Hazardous Materials and Other Regulated Substances.

Should any hazardous substance spill, leak, discharge or contamination that affects property of the City or its tenants' property not be caused by Consultant or its employees, servants, agents, contractors or sub-consultants, only then shall Consultant not be held responsible for the presence or remediation of asbestos, asbestos-related materials, or any other hazardous substance, in any form whatsoever, as such materials and substances are defined by the Environmental Protection Agency or any other public authority, found on any property or structure that is the subject of Services performed by Consultant under this Contract.

13. Intellectual Property Ownership and Rights.

13.1. Ownership.

- a. All Work Product (as hereinafter defined) originated and prepared by Consultant or its sub-consultant of any tier under this Contract shall be and remain the property of LAWA for its use in any manner it deems appropriate; provided, however, that any use unintended under this Contract, or modification or alteration of the Work Product without the direct involvement of the Consultant shall be without liability to Consultant.
- b. "Work Product" are all works, tangible or not, created by Consultant and/or its sub-consultant(s) for LAWA as part of the Services including, without limitation, documents, deliverables, material, data, reports, analysis, studies, surveys, modeling files, manuals, specifications, artwork, drawings, sketches, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas matters and combinations thereof, and all forms of intellectual property therein, but excluding notices and correspondence to the extent such do not themselves constitute or include the foregoing.
- c. To the extent applicable under the U.S. Copyright Act or otherwise, all Work Product created by Consultant under this Contract are work-made-for-hire created for the sole benefit and ownership of LAWA in which Consultant transfers any ownership rights and claims to LAWA upon creation. Consultant hereby assigns, and agrees to assign to LAWA, all goodwill, copyrights and trademarks in all Work Product originated and prepared by Consultant and/or its sub-consultant(s) pursuant to the Contract. Consultant further agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights

provided herein. This paragraph shall survive expiration or termination of this Contract.

13.2. Obligations on Sub-consultant.

Any sub-contract entered into by Consultant relating to this Contract, to the extent allowed hereunder, shall include a like provision (on LAWA's ownership in Work Product) for work to be performed under this Contract to Contractually bind or otherwise oblige its sub-consultants performing work under this Contract such that LAWA's ownership rights of all Work Product are preserved and protected as intended herein. Failure of Consultant to comply with this requirement or to obtain the compliance of its sub-consultants with such obligations shall subject Consultant to all remedies allowed under law and termination of this Contract.

13.3. Use of Work Product by Third Parties.

Consultant shall not make available, provide or disclose any Work Product to any third party without prior written consent of LAWA.

13.4. No Transfer of Pre-Existing Intellectual Property.

- a. Nothing herein may be construed to transfer to LAWA any ownership, interest or right in any of the Consultant's intellectual property, trade secrets or know-how that is pre-existing before commencement of this Contract, or that is derived independent of Consultant's performance of this Contract.
- b. Notwithstanding the foregoing, unless expressly stated otherwise, for all third-party and Consultant's intellectual property (if any) that is pre-existing before commencement of this Contract, including software, required to operate or use any Work Product delivered by Consultant, Consultant hereby grants and shall cause others to grant LAWA (including its agents and consultants) a royalty-paid, perpetual, irrevocable license to use such pre-existing intellectual property internally by LAWA (including its agents and consultants).

13.5. Non-Infringement Warranty.

Consultant hereby represents and warrants that performance of all obligations under this Contract does not infringe in any way, directly or contributory, upon any third party's intellectual property rights, including, without limitation, patents, copyrights, trademarks, trade secrets, right of publicity, and proprietary information. This Section shall survive expiration or termination of this Contract.

13.6. Indemnification of Third-Party Intellectual Property Infringement Claims.

- a. Consultant shall defend at its sole expense and hold harmless LAWA, its commissioners, officers, directors, agents, employees, or affiliates ("LAWA Defendants") in any infringement claim, demand, proceeding, suit or action ("Action" hereinafter), for any infringement or violation, actual or alleged, direct or contributory, intentional or otherwise, of any intellectual property rights,

including patents, copyrights, trade secrets, trademarks, service marks, ideas, concepts, themes, methods, algorithms and other proprietary information or rights (collectively "Intellectual Property Rights" hereinafter), (1) on or in any design, medium, matter, plant, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by the Consultant or sub-consultants in performing the work under this Contract; or (2) as a result of LAWA's actual or intended use of any Work Product furnished by Consultant and/or sub-consultants under the Contract.

- b. Consultant also shall indemnify LAWA against any loss, cost, expense, liability, and damages awarded against LAWA or settlement as a consequence of such Action. Under no circumstances is Consultant liable under this sub-section to defend and hold LAWA harmless, where LAWA licenses or sublicenses for profit any of the intellectual property rights in the Work Product to a third-party whose use of the intellectual property gives rise to the alleged infringement and whose use is not in any way part of the intended use for the benefit of LAWA under this Contract.
- c. In Consultant's defense of LAWA Defendants, negotiation, compromise, and settlement of any such infringement Action, LAWA shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.
- d. Where any Work Product furnished by Consultant is in a form of software or firmware ("Vehicle"), and if any part of such Vehicle (X) becomes the subject of an Action, (Y) is adjudicated as infringing a third party's Intellectual Property right, or (Z) has its use enjoined or license terminated; Consultant shall, with LAWA's consent, do one of the following immediately. Consultant shall at its expense either:
 - i. Procure for LAWA the right to continue using said part of the Vehicle; or
 - ii. Replace the Vehicle with a functionally equivalent, non-infringing product.
- e. Exercise of any of the above-mentioned options shall not cause undue business interruption to LAWA or diminish the intended benefits and use of the Work Product by LAWA under the specifications herein.
- f. Rights and remedies available to LAWA hereinabove shall survive the expiration or other termination of this Contract. Further, the rights and remedies are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States, the State of California, and the City of Los Angeles. This paragraph shall survive the expiration or other termination of this Contract.

13.7. Consultant's Trade Secrets.

- a. Trade Secrets, as used in this Contract, are defined in California Government Code Section 6254.7 and California Evidence Code Section 1061(a)(1) and may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism,

compound, procedure, production data, or compilation of information which is not patented, which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it. No Work Product created and delivered to LAWA under this Contract may constitute Trade Secrets of Consultant.

- b. Consultant hereby stipulates that LAWA is not nor expected to be in possession of any of Consultant's Trade Secrets. In the unlikely event that Consultant reveals any of its Trade Secrets (that is so marked conspicuously on every page) to LAWA to further the intent and purpose of this Contract and so notifies LAWA in writing that it has revealed its Trade Secrets to LAWA, then LAWA agrees to notify Consultant of any request made pursuant to the California Public Records Act, Cal. Gov. Code, § 6250 et seq., ("CPRA") that includes Consultant's Trade Secrets. LAWA may disclose any of Consultant's Trade Secrets if Consultant does not object in writing to LAWA after ten (10) calendar days from the notice mailing date by LAWA to Consultant of the CPRA request.

14. Responsibility for Fault.

- a. All costs incurred due to the fault of the Consultant in carrying out the Services pursuant to the Contract Documents, including but not limited to correcting Work Product or Requests for Payment, shall be borne by Consultant without any right to claim additional compensation.
- b. The Consultant shall, without additional compensation, correct or revise any deficiencies or errors or omissions caused by the Consultant in its Services and Work Product, including but not limited to Consultant's analysis and reports.
- c. The Consultant also agrees that if any error or omission or deficiency is found in its performance of Services and/or Work Product, LAWA shall not pay for (and may be reimbursed for) that portion of the Services and/or Work Product containing material error(s), omission(s), and/or deficiency(ies) and the Consultant shall expeditiously make the necessary correction, at no cost to LAWA, except when such error was directly caused by LAWA.
- d. The Consultant also agrees that if Consultant misses a deadline identified in a Task Order(s), LAWA may not pay for that portion of the Work Product that is delivered after that deadline identified in a Task Order(s), except when such untimely performance was solely caused by LAWA.

15. Independent Contractor.

In furnishing the Services provided for herein, Consultant is acting as an independent contractor, is to furnish such Services in its own manner and method, and is in no respect to be considered an officer, employee, or agent of LAWA.

16. Civil Rights - General

16.1. Title VI Assurances - 49 CFR § 21.7(a)(1); 49 CFR Part 21 Appendix C (b)

- a. In all its activities within the scope of its airport program, the Consultant agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

- b. The above provision binds the Consultant and its sub-consultants from the bid solicitation period through the completion of the Services under the Contract. If the Consultant transfers its obligation to another, the transferee is obligated in the same manner as the Consultant.

16.2. Title VI Assurances – 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, Effective April 24, 2013

Consultant further agrees to comply with all applicable US DOT Standard Title VI/Non-Discrimination, set forth in Exhibit 6, attached hereto and made a material term of this Contract, as such requirements may be amended or interpreted by the FAA or the United States Department of Transportation from time to time; specifically, the following clauses as provided in Exhibit 6:

- a. Title VI List of Pertinent Nondiscrimination Acts and Authorities
- b. Compliance with Nondiscrimination Requirements

16.3. Audit of Subcontracts

LAWA may conduct a review of the Consultant's compliance with this Section 16. Consultant must cooperate with LAWA throughout the review process by supplying all requested information and documentation to LAWA, making Consultant staff and officials available for meetings as requested, and correcting any areas of non-compliance as determined by LAWA.

16.4. Inclusion of Terms

Consultant agrees that it shall insert the provisions found in Sections 16.1 and 16.2, inclusive of Exhibit 6 in whole, in any solicitation, subcontract, sublease, assignment,

license, transfer, or permit, or other instrument, by which said Consultant grants a right or privilege to any person, firm, or corporation under this Contract.

17. City Nondiscrimination and Affirmative Action Program.

- a. During the term of this Contract, Consultant agrees and obligates itself in the performance of this Contract not to discriminate against any employee or applicant for employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual orientation, age, physical handicap, marital status, domestic partner status, or medical condition. Consultant shall take affirmative action to ensure that applicants for employment are treated, during the term of this Contract, without regard to the aforementioned factors and Consultant shall comply with the affirmative action requirements of Los Angeles Administrative Code Sections 10.8, et seq., or any successor ordinances or laws pertaining to discrimination.
- b. During the performance of this Contract, Consultant agrees to comply with Section 10.8.3 of the Los Angeles Administrative Code ("Equal Employment Practices"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.3.E and 10.8.3.F of said Administrative Code, the failure of Consultant to comply with the Equal Employment Practices provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with said Equal Employment Practices provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.
- c. During the performance of this Contract, Consultant agrees to comply with Section 10.8.4 of the Los Angeles Administrative Code ("Affirmative Action Program"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.4.E and 10.8.4.F of said Administrative Code, the failure of Consultant to comply with the Affirmative Action Program provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with the Affirmative Action Program provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.
- d. All subcontracts awarded by Consultant pursuant to this Contract shall contain provisions similar to the foregoing and Consultant shall require each of its sub-consultants to complete a like certification and to submit to it an Affirmative Action Plan acceptable to LAWA.
- e. Consultant also agrees to comply with the provisions of Article 3 of Chapter 1, Part 7, Division 2 of the Labor Code of the State of California, and with all other

applicable statutes, ordinances, and regulations relative to employment, wages, and hours of labor.

18. First Source Hiring Program for Airport Employers (LAX Only).

Consultant shall comply with the applicable provisions of the First Source Hiring Program adopted by the Board. The rules, regulations, requirements, and penalties of the First Source Hiring Program are made a material term of this Contract. Consultant shall be an "Airport Employer" under the First Source Hiring Program.

19. Inclusivity Terms.

19.1. General Inclusivity Terms.

- a. Consultant shall comply with the Inclusivity Commitments made in its SOQ and incorporated in the SOQ Extracts included in the Contract with respect to Small Business Enterprise (SBE), Local Business Enterprise (LBE), Local Small Business Enterprise (LSBE), and/or Disabled Veteran Business Enterprise (DVBE) (together the "Certified Firms").
- b. The strategies and commitments set forth in Consultant's SOQ Extracts, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments, shall become enumerated requirements in the Contract and are referred to herein as the "Inclusivity Commitments."

19.2. Team Composition.

Throughout the term of the Contract, Consultant shall identify an individual from among its personnel who will represent the Consultant as the inclusivity liaison to LAWA (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Consultant's inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

19.3. Certified Firm Participation Requirements.

Throughout the term of the Contract, Consultant shall achieve the mandatory minimum Certified Firm participation percentages set by LAWA and any excess committed to by the Consultant. Consultant shall confirm and submit BE certification documentation for all Members. Participation shall be subject to ongoing monitoring and reviews by LAWA to verify Consultant's compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic

inclusivity performance assessments and reviews by LAWA of relevant agreements, documents and data.

19.4. Failure to Meet Requirements.

- a. Consultant may be assessed a penalty of up to 10% of the amount of the Certified Firm Subcontract(s) involved for failure to meet any of the Inclusivity Commitments.
- b. Consultant must receive written approval from LAWA for any reduction, increase, or other change to any Certified Firm subcontract amount. If a Certified Firm sub-consultant's scope of work is reduced or eliminated as a result of a Change Order issued by LAWA, the resulting change in the Certified Firm participation will not be subject to a penalty.

19.5. Inclusivity & Workforce Development Plan Performance and Reporting.

- a. Consultant shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Consultant's approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Consultant shall update and submit the Inclusivity and Workforce Development Plan to LAWA annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and build Certified Firm capacity.
- b. Consultant shall provide LAWA with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Consultant shall comply with periodic performance assessments, and/or reviews of contract/subcontract documents, as needed.
- c. LAWA shall conduct an annual review of the Consultant's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.
- d. Consultant shall report all sub-consultant payments using the system designated by LAWA and augmented by monthly status reports. Consultant shall require all sub-consultants at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
- e. Consultant shall use LAWA's LCPTTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

19.6. Mentor Protégé Program.

- a. Consultant shall develop and manage a program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work. The Mentor-Protégé Program shall make an effort to include

at least one firm whose revenues exceeded the SBA small business size standards within the last 5 years.

- b. The Mentor-Protégé Program shall define cohort size and frequency; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.
- c. Consultant shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.
- d. Consultant shall invite LAWA to participate in Mentee outreach and/or recognition events.
- e. Consultant shall coordinate with the LAWA Economic Impact Team.

19.7. Internship Program.

- a. The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.
- b. Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- c. Consultant shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1

schools are to be located within the Airport Impact Area cities or City of Los Angeles.

- d. Consultant shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- e. Consultant shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- f. Consultant shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.

19.8. Reporting.

Consultant shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAWA, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+, in addition to SBE, LBE, LSBE and DVBE.

20. Living Wage.

20.1. Living Wage Ordinance.

Consultant expressly agrees, as a part of its obligations under this Contract, to comply with the terms of the Living Wage Ordinance as set forth in Los Angeles Administrative Code Section 10.37, et seq., including any future amendments thereto.

20.2. General Provisions: Living Wage Policy.

- a. This Contract is subject to the Living Wage Ordinance ("LWO"), Section 10.37, et seq., of the Los Angeles Administrative Code, which is incorporated herein by reference. The LWO requires that, unless specific exemptions apply, any employees of service contractors who render services that involve an expenditure in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months are covered by the LWO if any of the following applies: (1) at least some of the services are rendered by employees whose work site is on property owned by the City, (2) the services could feasibly be performed by employees of the City if the awarding authority had the requisite financial and staffing resources, or (3) the designated administrative agency of the City has determined in writing that coverage would further the proprietary interests of the City.
- b. Employees covered by the LWO are required to be paid not less than a minimum initial wage rate, as adjusted each year.
- c. The LWO also requires that employees be provided with at least twelve (12) compensated days off per year for sick leave, vacation, or personal necessity at the

employee's request, and at least ten (10) additional days per year of uncompensated time pursuant to Section 10.37.2(b) of the LWO.

- d. The LWO requires employers to inform employees making less than twelve dollars (\$12) per hour of their possible right to the federal Earned Income Tax Credit ("EITC") and to make available the forms required to secure advance EITC payments from the employer pursuant to Section 10.37.4 of the LWO.
- e. Consultant shall permit access to work sites for authorized City representatives to review the operation, payroll, and related documents, and to provide certified copies of the relevant records upon request by the City. Whether or not subject to the LWO, Consultant shall not retaliate against any employee claiming non-compliance with the provisions of the LWO, and, in addition, pursuant to Section 10.37.6(c) of the LWO, Consultant agrees to comply with federal law prohibiting retaliation for union organizing.

20.3. Living Wage Coverage Determination.

An initial determination has been made that this is a service contract under the LWO and that it is not exempt from coverage by the LWO. Determinations as to whether this Contract is a service contract covered by the LWO, or whether an employer or employee are exempt from coverage under the LWO are not final, but are subject to review and revision as additional facts are examined and/or other interpretations of the law are considered. In some circumstances, applications for exemption must be reviewed periodically. The City shall notify Consultant in writing about any redetermination by the City of coverage or exemption status. To the extent Consultant claims non-coverage or exemption from the provisions of the LWO, the burden shall be on Consultant to prove such non-coverage or exemption.

20.4. Compliance; Termination Provisions And Other Remedies: Living Wage Policy.

- a. If Consultant is not initially exempt from the LWO, Consultant shall comply with all of the provisions of the LWO, including payment to employees at the minimum wage rates, effective on the Contract Effective Date, and shall execute the Declaration of Compliance Form attached to this Contract, contemporaneously with the execution of this Contract.
- b. If Consultant is initially exempt from the LWO, but later no longer qualifies for any exemption, Consultant shall, at such time as Consultant is no longer exempt, comply with the provisions of the LWO and execute the then currently used Declaration of Compliance Form, or such form as the LWO requires.
- c. Under the provisions of Section 10.37.6(c) of the Los Angeles Administrative Code, violation of the LWO shall constitute a material breach of this Contract and the City shall be entitled to terminate this Contract and otherwise pursue legal remedies that may be available, including those set forth in the LWO, if the City determines that Consultant violated the provisions of the LWO. The procedures and time periods provided in the LWO are in lieu of the procedures and time periods

provided elsewhere in this Contract. Nothing in this Contract shall be construed to extend the time periods or limit the remedies provided in the LWO.

20.5. Subcontractor/Sub-consultant Compliance.

Consultant agrees to include in every subcontract involving this Contract entered into between Consultant and any subcontractor/sub-consultant, a provision pursuant to which such subcontractor/sub-consultant:

- a. agrees to comply with the LWO and the Worker Retention Ordinance (“WRO”) with respect to this Contract;
- b. agrees not to retaliate against any employee lawfully asserting noncompliance on the part of the subcontractor/sub-consultant with the provisions of either the LWO or the WRO; and
- c. agrees and acknowledges that City, as the intended third-party beneficiary of this provision may:
 - i. enforce the LWO and the WRO directly against the subcontractor/sub-consultant with respect to this Contract, and
 - ii. invoke, directly against the subcontractor/sub-consultant with respect to this Contract, all the rights and remedies available to the City under Section 10.37.5 of the LWO and Section 10.36.3 of the WRO, as same may be amended from time to time.

21. Worker Retention Requirements.

21.1. Worker Retention Ordinance.

- a. This Contract may be subject to the WRO (Section 10.36, et seq, of the Los Angeles Administrative Code), which is incorporated herein by this reference.
- b. If applicable, Consultant must also comply with the WRO which requires that, unless specific exemptions apply, all employers under contracts that are primarily for the furnishing of services to or for the City and that involve an expenditure or receipt in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months, will provide retention by a successor contractor for a ninety-day (90-day) transition period of the employees who have been employed for the preceding twelve (12) months or more by the terminated contractor or subcontractor/sub-consultant, if any, as provided for in the WRO.
- c. Under the provisions of Section 10.36.3(c) of the Los Angeles Administrative Code, the City has the authority, under appropriate circumstances, to terminate this

Contract and otherwise pursue legal remedies that may be available if the City determines that the subject consultant violated the provisions of the WRO.

22. Compliance With Los Angeles City Charter Section 470(c)(12) and 609(E).

22.1. General Requirements.

The Consultant, other underwriting firm members of the underwriting syndicate, subcontractors/sub-consultants, and their principals are obligated to fully comply with City of Los Angeles Charter Sections 470(c)(12), 609(e) and related ordinances, regarding limitations on campaign contributions and fundraising to certain elected City officials or candidates for elected City office. Gifts to elected officials and certain City officials are also limited. Additionally, Consultant and other underwriting firm members of the underwriting syndicate are required to provide and update certain information to the City as specified by law. Any Consultant and other underwriting firm members of the underwriting syndicate subject to Charter Section 470(c)(12) and 609(e), shall include the following notice in any contract with a subcontractor/sub-consultant expected to receive at least one hundred thousand dollars (\$100,000) for Services under this Contract.

22.2. Notice Regarding City of Los Angeles Campaign Contribution and Fundraising Restrictions.

- a. As provided in Charter Sections 470(c)(12), 609(e) and related ordinances, you are subcontractor/sub-consultant or underwriting firm on City of Los Angeles Contract/Resolution # _____. Pursuant to City Charter Section 470(c)(12) and 609(e), underwriting firm, subcontractor/sub-consultant, and principals are prohibited from making campaign contributions and fundraising for certain elected City officials or candidates for elected City office for twelve (12) months after the City contract is signed. Additionally, gifts are limited to elected officials and certain City officials. Subcontractor/sub-consultant is required to provide to Consultant names and addresses of the subcontractor's/sub-consultant's principals and contact information and shall update that information if it changes during the twelve (12) month time period. Subcontractor's/sub-consultant's information included must be provided to Consultant within ten (10) business days. Failure to comply may result in termination of Contract or any other available legal remedies including fines. Information about the restrictions may be found at the City Ethics Commission's website at <http://ethics.laCity.org>/or by calling 213/978-1960.
- b. Consultant, underwriting firms, subcontractors/sub-consultants, and their principals shall comply with these requirements and limitations. Violation of this

provision shall entitle LAWA to terminate this Contract and pursue any and all legal remedies that may be available.

23. Assignment of Anti-Trust Claims.

Pursuant to California Government Code Sections 4550 et seq. regarding Anti-Trust Claims, it is the policy of the City to inform each Bidder/Proposer that in submitting a bid/proposal to LAWA the proposer offers and agrees to assign LAWA all rights, title and interest in and to all causes of action it may have under the Clayton Act or Cartwright Act, arising from purchases of goods, services or materials. This assignment is made and becomes effective at the time LAWA tenders final payment to the Consultant.

24. Equal Benefits Ordinance (EBO).

- a. Unless otherwise exempt in accordance with the provisions of the Equal Benefits ("EBO") Ordinance, this Contract is subject to the applicable provisions of the EBO Section 10.8.2.1 of the Los Angeles Administrative Code, as amended from time to time.
- b. During the term of this Contract, Consultant certifies and represents that the Consultant shall comply with the EBO. Furthermore, Consultant agrees to post the following statement in conspicuous places at its place of business available to employees and applicants for employment:
 - i. "During the term of a Contract with the City of Los Angeles, the Consultant shall provide equal benefits to its employees with spouses and its employees with domestic partners. Additional information about the City of Los Angeles' Equal Benefits Ordinance may be obtained from the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance at (213) 847-6480."

25. Child Support Orders.

- a. This Contract is subject to Section 10.10, Article I, Chapter 1, Division 10 of the Los Angeles Administrative Code, related to Child Support Assignment Orders, which is incorporated herein by this reference. Pursuant to this Section, Consultant (and any subcontractor/sub-consultant of Consultant providing services to the City under this Contract) will:
 - i. fully comply with all State and federal employment reporting requirements for Consultant's, or Consultant's subcontractor's/sub-consultant's, employees applicable to Child Support Assignments Orders;
 - ii. certify that the principal owner(s) of Consultant and applicable subcontractors/sub-consultants are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally;

- iii. fully comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment in accordance with California Family Code Section 5230, et seq.; and
 - iv. maintain such compliance throughout the term of this Contract.
- b. Pursuant to Section 10.10(b) of the Los Angeles Administrative Code, failure of Consultant, or an applicable subcontractor/sub-consultant, to comply with all applicable reporting requirements, or to implement lawfully served Wage and Earnings Assignment Orders and Notices of Assignment, or the failure of any principal owner(s) of Consultant or applicable subcontractors/sub-consultants to comply with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally, shall constitute a default of this Contract, thereby subjecting this Contract to termination, where such failure(s) shall continue for more than ninety (90) days after notice of such failure(s) to Consultant by LAWA (in lieu of any time for cure provided elsewhere in this Contract).

26. Contractor Responsibility Program.

- a. Pursuant to Resolution No. 21601 adopted by the Board of Airport Commissioners, effective May 20, 2002, the Contractor Responsibility Program (CRP) is the policy of LAWA to ensure that all LAWA contractors have the necessary quality, fitness, and capacity to perform the work set forth in the Contract. LAWA shall award contracts only to entities and individuals it has determined to be responsible contractors. The provisions of this Program apply to leases and contracts for construction, for services, and for purchases of goods and products that require Board approval.
- b. Bidders/Proposers are required to complete and submit with their bid/proposal the attached "Contractor Responsibility Program Questionnaire" ("CRP Questionnaire") that provides information LAWA needs in order to determine if the bidder/proposer is responsible and has the capability to perform the work under the Contract. The information contained in the CRP Questionnaire is subject to public review for a period of not less than fourteen (14) days. Bidders/Proposers are also required to complete, sign, and submit with their bid/proposal the attached "Contractor Responsibility Program Pledge of Compliance." Bidders/proposers are also required to respond within the specified time to LAWA's request for information and documentation needed to support a Contractor Responsibility Program determination. Sub-consultants shall be

required to submit the Pledge to the Consultant prior to commencing work. The CRP rules and regulations are available at <http://www.lawa.org>.

27. Default and Termination.

27.1. Default.

- a. The occurrence of any one of the following events shall constitute a "Default":
 - i. Consultant abandons all or a material part of the Services, which abandonment shall occur if Consultant:
 - 1. expresses an intent not to perform, or continue to perform, a material part of the Services;
 - 2. does not perform, or continue to perform, for a continuous period of sixty (60) days or more a material part of the Services; and/or
 - 3. if, in the opinion of LAWA, Consultant otherwise fails to provide prompt, efficient and thorough Services, or if Consultant fails to complete the several portions of its Services within the time limits provided; or
 - ii. any other breach by Consultant of law or any of its obligations under the Contract Documents.
- b. The cure period for any Default is thirty (30) days after the date on which LAWA delivers notice to Consultant of the occurrence of the relevant Default, provided that no notice and opportunity to cure is required for any Default that by its nature cannot be cured or which presents a potential risk to the health, safety, or security of any person, the environment, the community, or property.

27.2. Termination.

- a. If a Default occurs and has not been cured within the applicable cure period (if any), LAWA may, in its discretion, terminate this Contract or any Task Order at any time that such Default is continuing by delivering to the Consultant a termination notice to such effect. Any such termination for Default shall be effective immediately on the date of the termination notice, or on such other date as LAWA may specify in such notice.
- b. LAWA may also terminate this Contract or any Task Order at its convenience, in whole or in part, at any time. If LAWA decides to terminate this Contract at its convenience, LAWA shall send a written notice of termination for convenience to Consultant specifying the extent to which performance of work under this Contract is terminated. Any such termination for convenience shall be effective

thirty (30) days from the date of the termination notice, or on such other date as LAWA may specify in such notice.

- c. Upon receipt of the notice, Consultant shall immediately cease all activity except for that activity expressly authorized by the notice of termination.
- d. Notwithstanding anything to the contrary, termination of this Contract in accordance with this Section shall not waive any right or claim to damages that LAWA may have and LAWA may pursue any cause of action that it may have under the Contract.
- e. If only a portion of the Services is terminated, the Consultant shall continue to complete the remaining portions of the work that was not terminated in accordance with the Contract.

27.3. Payment Following Termination.

- a. In the event this Contract, any Task Order, and/or Consultant's Services, or any portion of any of them, is terminated by LAWA, LAWA shall pay Consultant the amount calculated below subject to LAWA's right to withhold payment from Consultant.
- b. LAWA shall pay the Consultant such termination amount equal to the amount otherwise due to the Consultant for Services provided up to the termination date. Such payment shall be due on the later of thirty (30) days following termination and LAWA's receipt and approval of Consultant's invoice(s) therefor.
- c. LAWA shall not be liable to pay Consultant for the cost of Services performed, nor for expenses incurred by Consultant, subsequent to the termination effectiveness date. LAWA shall not in any case be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever arising from LAWA's termination of all or any portion of a Task Order, this Contract, and/or Consultant's Services.
- d. In the event of termination for Default, all costs and charges incurred by LAWA, together with the cost of completing the Services under the Contract and any Task Order, including compensation for any LAWA authorized representative's services and all other expenses made necessary thereby, shall be deducted from any monies due or which may become due the Consultant. If such expense exceeds the sum which would have been payable under the Contract, then the Consultant shall be liable and shall pay to LAWA the amount of such excess.
- e. Any termination payment to the Consultant determined in accordance with this Section constitutes the Consultant's exclusive remedy for a termination hereunder.
- f. Anything contained in this Contract to the contrary notwithstanding, a termination for Default shall not waive any right or claim to damages, with respect to

indemnification, or otherwise, that LAWA may have and LAWA may pursue any cause of action against Consultant that it may have under this Contract.

27.4. Consequences of Termination.

- a. All finished or unfinished documents and materials and Work Product produced or procured under this Contract, including all intellectual property rights thereto, will, to the extent not previously transferred or conveyed, become LAWA property upon, and promptly be delivered to LAWA following, the date of such termination unless otherwise noted in a Task Order(s).
- b. Consultant agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. This Section shall survive termination of the Contract.

28. Stop Work.

- a. LAWA may, at any time, upon written order to Consultant, require Consultant to stop all, or any part, of the Services called for by this Contract for a period of thirty (30) days. Said thirty (30) day period shall commence on the day the written order is delivered to Consultant, and shall further be extended for any period to which the Parties may agree. Any such order shall be specifically identified as a "Stop Work Order" issued pursuant to this clause.
- b. Upon receipt of such a Stop Work Order, Consultant shall forthwith comply with its terms.
- c. Within a period of thirty (30) days after a Stop Work Order is delivered to Consultant, or within any extension of that period to which the Parties have agreed, LAWA shall either:
 - i. cancel the Stop Work Order; or
 - ii. terminate the Services as provided in Section 27.
- d. If a Stop Work Order issued under this Section 28 is cancelled or expires, or the period of any extension thereof is cancelled or expires, Consultant shall not resume work until the Stop Work Order has been retracted in writing by LAWA. Upon issuance of the Stop Work Order an equitable adjustment shall thereafter be made for Consultant's time of performance, Consultant's compensation, or both, consistent with the provisions of Section 6.2 of this Contract, if:
 - i. the Stop Work Order results in an increase in the time required for, or in Consultant's cost properly allocable to, the performance of Services under this Contract; and
 - ii. Consultant asserts a valid claim for such adjustment within thirty (30) days after the end of the period of work stoppage; provided, however, that LAWA may investigate and substantiate any facts relating to any such claim.

- e. If a Stop Work Order is not cancelled or retracted, and the Services covered by such order are terminated for the convenience of LAWA, LAWA shall not be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever or any costs incurred by Consultant resulting from said Stop Work Order.
- f. It is understood and agreed that should LAWA decide that any portion of a Task Order and/or Consultant's Services shall be suspended or terminated, this Contract shall continue to apply to that portion or those portions of the Task Order and/or Services not suspended or terminated, and that such suspension or termination of a portion of a Task Order and/or Services shall in no way make void or invalidate this Contract as to that portion, or those portions, not suspended or terminated.

29. Consultant Representations and Warranties.

Consultant represents and warranties made by it and set out below are true and correct as of the Contract Effective Date and the effective date of any Task Order:

- a. Consultant is a [type of company], with all requisite power to own its properties and assets and carry on its business as now conducted or proposed to be conducted under this Contract and any Task Order.
- b. Consultant is duly qualified to do business in the State, and is in good standing in the State and, as applicable, its state of formation or incorporation.
- c. Consultant has full power, right, and authority to execute and deliver and perform this Contract, and to perform all of Consultant's obligations provided for under this Contract.
- d. Each Person executing this Contract on behalf of Consultant has been duly authorized to execute and deliver this Contract on behalf of Consultant
- e. The execution, delivery, and performance of this Contract by Consultant has otherwise been duly authorized by all necessary action of Consultant.
- f. This Contract has been (or, at the time of execution and delivery, shall have been) duly and validly executed and delivered by Consultant.

30. Liability

30.1. Joint and Several Liability.

In the event that Consultant, or its successors or assigns, if any, is comprised of more than one individual or other legal entity (or a combination thereof), then and in that event, each and every obligation or undertaking herein stated to be fulfilled or performed by

Consultant shall be the joint and several obligation or undertaking of each such individual or other legal entity.

30.2. Waiver of Consequential Damages.

- a. Neither Party shall be liable to the other for any punitive, indirect, incidental, consequential or special damages of any nature, whether arising out of a breach of this Contract, tort (including negligence), or other legal theory of liability, including loss of bonding capacity, loss of bidding, loss of business or contracting opportunities, or other impact costs.
- b. The limitation set out above shall not apply to:
 - i. any amounts expressly payable pursuant to this Contract;
 - ii. Consultant's liability for claims and/or loss that are in respect of death or personal injury, to the extent that they are required to have been covered by insurance available to the Consultant, and amounts payable by Consultant under an indemnity pursuant to this Contract for third-party claims; and
 - iii. any Party's liability for loss arising out of fraud, willful misconduct, criminal conduct, recklessness, bad faith, or gross negligence on the part of the relevant Party.

30.3. No Personal Liability.

No agent, consultant, officer, or authorized employee of LAWA shall be responsible either personally or as an agent, consultant, officer or employee, or board member, for any liability arising under this Contract, it being understood that in such matters they act as representatives of LAWA.

30.4. Governmental Immunity.

The Parties acknowledge and agree that the each of LAWA and its officials, officers and employees are relying on, and do not waive or intend to waive, by any provision of this Contract, the monetary limitations or any other rights, immunities and protections provided by law, or otherwise available to each of LAWA and its officials, officers and employees.

31. Dispute Resolution.

- a. If any dispute arises out of or relates to this Contract, or the breach thereof, and if said dispute cannot be settled through direct discussions, the Parties agree to first endeavor to settle the dispute in an amicable manner through non-binding mediation in Los Angeles County before seeking recourse in the Superior Court of the State of California for the County of Los Angeles.
- b. If the Consultant and LAWA cannot agree on an alternative dispute resolution service in Los Angeles County, then as a default pick, mediation shall be held before Judicial Arbitration and Mediation Services, Inc. ("JAMS") in Los Angeles

County. No written or oral representation made during the course of any mediation shall be deemed a Party admission. The cost of such mediation shall be shared equally by the Parties.

- c. Any lawsuit must be filed in Los Angeles County, California. Venue shall be at the Southwest District of the Superior Court of the State of California for the County of Los Angeles.

32. Parties to Contract.

32.1. Binding Effect; Successors and Assigns.

This Contract shall be binding upon and inure to the benefit of LAWA and Consultant and each of their respective permitted successors and assigns.

32.2. Assignment or Transfer Prohibited.

- a. Consultant shall not, in any manner, directly or indirectly, by operation of law or otherwise, hypothecate, assign, transfer, or encumber this Contract, or any portion thereof or any interest therein, in whole or in part, without the prior written consent of LAWA. The names of subcontractors/sub-consultants or others whom Consultant intends to employ to perform Services as part of the project(s) shall be submitted to LAWA for prior approval.
- b. For purposes of this Contract, the terms “transfer” and “assign” shall include, but not be limited to, the following: (i) if Consultant is a partnership or limited liability company, the transfer of fifty percent (50%) or more of the partnership interest or membership or the dissolution of the Consultant; and, (ii) if Consultant is a corporation, any cumulative or aggregate sale, transfer, assignment, or hypothecation of fifty percent (50%) or more of the voting shares of Consultant.

32.3. Limitations on Third Party Beneficiaries.

- a. The Parties agree that this Contract is solely for the benefit of the Parties and, nothing herein is intended to create any third-party beneficiary rights for third parties.
- b. Notwithstanding the foregoing, the duties, obligations, and responsibilities of the Parties with respect to third parties shall remain as imposed by law.

33. Business Tax Registration.

- a. Consultant represents that it has registered its business with the City Clerk of the City of Los Angeles and has obtained and presently holds from that office a Business Tax Registration Certificate, or a Business Tax Exemption Number,

required by City's Business Tax Ordinance (Article 1, Chapter 2, Sections 21.0 and following, of City's Municipal Code).

- b. Consultant shall maintain, or obtain as necessary, all such certificates required of it under said Ordinance and shall not allow any such certificate to be revoked or suspended during the term hereof.

34. Confidentiality of Information.

- a. Consultant acknowledges that all deliverables (including but not limited to Work Product, all drawings, documents, specifications, plans, reports, statistics and data whether or not expressly marked confidential) and any other information in any form prepared by or provided to Consultant in connection with this Contract (whether or not expressly marked confidential collectively, "Program Data") may contain information vital to the security of the Airports. Consultant shall take utmost precaution/measures while sharing information with its sub-consultants, and shall do so on a need-to-know basis only, even while working on the project(s). If Consultant fails to comply with this Section, Consultant shall be liable for the reasonable costs of actions taken by LAWA, the airlines, the FAA, or the TSA that the applicable entity reasonably incurs in good faith as a result of such failure, including, without limitation, the design and construction of improvements, procurement and installation of security devices, and posting of guards. Consultant and its sub-consultants shall store all the information gathered as part of this project in a secure and safe place during and/or after the performance of this Contract.
- b. Except as authorized in writing by LAWA, Consultant must not issue any publicity news releases or grant press interviews, and except as may be required by law during or after the performance of this Contract, disseminate any information regarding its Services or the tasks/projects to which the Services pertain.
- c. If Consultant is presented with a subpoena or a request by any governmental entity regarding any Program Data which may be in Consultant's possession by reason of this Contract, Consultant must immediately give notice to LAWA and to the City Attorney for the City of Los Angeles, with the understanding that LAWA shall have the opportunity to contest such process by any means available to it before any Program Data are submitted to any court, administrative agency, or other third party. Consultant, however, is not obligated to withhold the delivery beyond the time ordered by a court or administrative agency, unless the subpoena or request is quashed or the time to produce is otherwise extended.

35. Appropriation of Funds.

- a. Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated herein, and in order for LAWA to comply with its governing legal requirements, LAWA shall have no obligation to make any payments to Consultant unless LAWA shall have first made an appropriation of funds equal to, or in excess of, its obligation to make any payments as provided in

this Contract. Consultant agrees that any services provided by Consultant, purchases made by Consultant, or expenses incurred by Consultant, in excess of said appropriation(s), shall be free and without charge to LAWA, and LAWA shall have no obligation to pay for any of said services, purchases or expenses. Consultant shall have no obligation to provide services, nor to incur any expenses, in excess of the appropriated amount(s) until LAWA appropriates additional funds for this Contract.

- b. If LAWA does not appropriate additional funds in an amount equal to, or in excess of, its obligation to make any payments as provided in this Contract, either Party may terminate the Contract by providing thirty (30) days written notice to the other Party. The Parties agree that this termination provision shall have no force or effect on either of the Parties' respective rights to terminate this Contract under any other provision thereof.

36. Waiver.

The waiver by LAWA of any breach of any term, covenant, or condition contained in the Contract Documents shall not be deemed to be a waiver of any other term, covenant, or condition of the Contract Documents, or of any subsequent breach of the same term, covenant, or condition.

37. Miscellaneous.

37.1. Construction.

- a. It is the intention of the Parties hereto that if any provision of this Contract is capable of different constructions, one of which would render the provision void and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid. Language shall be interpreted according to its fair meaning and not strictly for or against Consultant or the City/LAWA.
- b. Conflicts in the application or interpretation of any parts of the Contract Documents that cannot be resolved shall be interpreted in accordance with the following order of precedence (the first listed being the highest precedence): the Contract; the Contract Exhibits (other than Exhibit 4); the Administrative Requirements; Task Orders; Contract Exhibit 4 (SOQ Extracts); any related RFTOP or documents making up a LAWA issued direct solicitation package; and the RFQ including its addenda.
- c. In the event that any of the provisions, or portions or applications thereof, of this Contract are held to be unenforceable or invalid by any court of competent jurisdiction, LAWA and Consultant shall endeavor to negotiate an equitable adjustment in the provisions of this Contract with a view toward effecting the purpose of this Contract, and the validity and enforceability of the remaining provisions, portions or applications thereof shall not be affected thereby.
- d. This Contract shall be governed by and construed in accordance with the laws of the State, any applicable federal law, the Los Angeles City Charter, and the

ordinances, regulations, codes, and Executive Orders enacted and/or promulgated pursuant thereto.

- e. The section headings appearing herein shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning or intent of the provisions of this Contract.
- f. Except as otherwise expressly provided or as the context may otherwise provide:
 - i. a reference to the term “Contractor” or similar terms within the Contract Documents shall be construed as a reference to the “Consultant” as defined herein;
 - ii. a reference to any section within this Contract (including in the Exhibits) is a reference to such section of this Contract (excluding the Exhibits); and
 - iii. a reference to an agreement or other document, or to any law or permit, shall be construed to be a reference to such agreement, document, law or permit as it may be amended, modified, replaced, or supplemented from time to time.
- g. The singular includes the plural and vice versa.
- h. Except as otherwise expressly provided in this Contract, a reference to a person includes such person’s permitted successors, assigns and transferees, and any and all gender-specific references, classifications, and/or language shall be interpreted to be gender-neutral.
- i. Words preceding “include”, “includes”, “including” and “included” shall be construed without limitation by the words that follow.
- j. Except as otherwise expressly provided in this Contract or as the context may otherwise provide, words and phrases not otherwise defined herein:
 - i. that have well-known insurance, engineering, construction, or specialized technical industry meanings shall be construed pursuant to such recognized meanings where such meaning would be contextually appropriate; and
 - ii. of an accounting or financial nature shall be construed pursuant to the Generally Accepted Accounting Principles (GAAP), in each case taking into account the context in which such words and phrases are used.

37.2. Integration of Provisions Required by Law.

- a. The Parties agree that any additional provisions not set forth in this Contract required by any existing or future law to be inserted in this Contract are and shall be deemed to be incorporated in this Contract as and when required by or for

compliance with such Law with effect from the date of their incorporation (unless the law expressly provides for retroactive effectiveness).

- b. Subordination to United States Government
 - i. The Parties agree that this Contract shall be subject and subordinate to the provisions of any existing or future agreement between LAWA or the City and the United States of America or the State relative to the use, operation or maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the transfer of federal rights or property to LAWA or the City or expenditure or reimbursement of federal or State funds (including federal grants-in-aid) for the development of the Airport, including but not limited to LAWA's Grant Assurance obligations to the federal government, or to any security requirements of state or federal government, including temporary security procedures or instructions.
 - ii. In the event that this Contract, either on its own terms or by any other reason, conflicts with or violates such agreement referred to in the prior paragraph, LAWA shall promptly notify Consultant of such conflict or violation, and work with Consultant to amend, alter or otherwise modify the terms of this Contract in order to resolve such conflict or violation in a manner reasonably acceptable to both Parties.

37.3. Severability.

If any provision of this Contract is held or deemed inoperative or unenforceable because it conflicts with any other provision or provisions hereof, or any constitution, statute, ordinance, rule of Law, public policy, or any other reason, the circumstances shall not render the provision in question inoperative or unenforceable in any other case or circumstances, or render any other provision herein contained invalid, inoperative, or unenforceable to any extent. The invalidity of any one or more phrases, sentences, clauses, or sections contained in this Contract shall not affect the remaining portions of this Contract or any part thereof.

37.4. Amendments and Waivers.

No changes, amendments, modifications, cancellation, or waiver of this Contract or any Task Order, including with respect to the Services, or any part thereof, shall be valid unless in writing and signed by the authorized representatives of the Parties hereto, or their respective successors and assigns. Oral changes, amendments, modifications, cancellations, or waivers are not allowed and shall have no effect.

38. Notices.

- a. Unless the context otherwise requires, any reference to a "notice" in this Contract means a notice, request, demand, instruction, deliverable, or other communication, and any such notice must be made in writing.
- b. All notices and any other information required to be provided to a Party under this Contract shall be made in writing, and shall be delivered either personally, by overnight delivery service, by U.S. certified or registered mail, postage prepaid, or by email addressed to the Parties at their respective addresses indicated below or, at LAWA's election, using the document management system or as provided by LAWA:
- c. Notices to City, LAWA, and to the City Attorney of the City of Los Angeles will, until Consultant's receipt of written notice otherwise from these parties, be addressed to said parties at:

Los Angeles World Airports	Office of the City Attorney
The Development Group	1 World Way
7301 World Way West, 10th Floor	P.O. Box 92216
Los Angeles CA, 90045	Los Angeles, CA 90045
- d. Notices to Consultant will, until LAWA's receipt of written notice otherwise from Consultant, be addressed to Consultant at:

C2PM
3152 W. Century Blvd.
Los Angeles, CA 90005
- e. Notices sent by overnight delivery service shall be deemed received on the Business Day (defined as any day other than a Saturday, Sunday or legal holiday in the State) following the date of deposit with the delivery service. Mailed notices shall be deemed received upon the earlier of the date shown on the return receipt, or the second Business Day after the date of mailing. Any notice sent by email or through the document management system will be deemed received when confirmed by written or electronic confirmation of receipt by the addressee of the email or equivalent digital documentation.
- f. Notwithstanding the foregoing, any service of process must at all times be physically delivered.

39. Vendor Discount.

Consultant agrees to offer LAWA any discount terms that are offered to its best customers for similar goods and services to be provided herein, and apply such discount to payments made under this Contract which meet the discount term. Consultant covenants, represents and warrants that all of the pricing benefits and terms granted by Consultant herein are at least as favorable to LAWA as the benefits and terms granted by Consultant

to any current customer or client for similar services offered by Consultant for time and materials (T&M) contracts.

40. Iran Contracting Act, 2010.

In accordance with California Public Contract Code Sections 2200-2208, contractors entering into or renewing contracts with the City for goods or services estimated at one million dollars (\$1,000,000) or more are required to complete, sign and submit the Iran Contracting Act of 2010 Compliance Affidavit ("Affidavit"). A copy of Consultant's completed Affidavit is attached hereto as Exhibit 5. Consultant's compliance with the terms of the Iran Contracting Act of 2010 is made a requirement and condition of this Contract.

41. LAWA Contractor Assessments.

- a. The LAWA Project Representative ("LPR"), Chief of Airport Planning - EPU, or his/her designee, shall evaluate Consultant's performance as often as the LPR deems necessary throughout the term of the Contract and after completion of the project and Services. Such evaluation shall be based on criteria provided in the LAWA Contractor Assessment ("LAWACA") Construction Project Instructions and LAWACA Rating Guidelines, incorporated into and made a material part of this Contract.
- b. LAWA shall provide Consultant with a copy of any LAWACA evaluation. Within fourteen (14) days of receipt of a copy of a LAWACA evaluation, Consultant may submit a response. LAWA may consider any LAWACA evaluation along with Consultant's response thereto, in evaluating future qualifications, proposals and/or bids submitted by Consultant to LAWA for contract award.

42. Execution.

- a. This Contract and any other document necessary for the consummation of the transaction contemplated by this Contract may be executed in counterparts, including counterparts that are manually executed and counterparts that are in the form of electronic records and are electronically executed. An electronic signature means a signature that is executed by symbol attached to or logically associated with a record and adopted by a party with the intent to sign such record, including facsimile or e-mail signatures. All executed counterparts shall constitute one agreement, and each counterpart shall be deemed an original.
- b. The Parties hereby acknowledge and agree that electronic records and electronic signatures, as well as facsimile signatures, may be used in connection with the execution of this Contract and electronic signatures, facsimile signatures or signatures transmitted by electronic mail in so-called PDF format shall be legal and

binding and shall have the same full force and effect as if a paper original of this Contract had been delivered that had been signed using a handwritten signature.

- c. All Parties to this Contract: (i) agree that an electronic signature, whether digital or encrypted, of a Party to this Contract is intended to authenticate this writing and to have the same force and effect as a manual signature; (ii) intended to be bound by the signatures (whether original, faxed, or electronic) on any document sent or delivered by facsimile or electronic mail or other electronic means; (iii) are aware that the other Party(ies) shall rely on such signatures; and, (iv) hereby waive any defenses to the enforcement of the terms of this Contract based on the foregoing forms of signature.
- d. If this Contract has been executed by electronic signature, all Parties executing this document are expressly consenting, under the United States Federal Electronic Signatures in Global and National Commerce Act of 2000 ("E-SIGN") and the California Uniform Electronic Transactions Act ("UETA") (California Civil Code §1633.1 et seq.), that a signature by fax, e-mail, or other electronic means shall constitute an Electronic Signature to an Electronic Record under both E-SIGN and UETA with respect to this specific transaction.



IN WITNESS WHEREOF, LAWA has caused this Contract to be executed on its behalf by Chief Executive Officer and Consultant has caused the same to be executed by its duly authorized officers, all as of the day, year and place first hereinabove written.

APPROVED AS TO FORM

Hydee Feldstein Soto, City Attorney

Date: _____

By: _____

Assistant/Deputy City Attorney

CITY OF LOS ANGELES

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Executive Officer

Department of Airports

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Financial Officer

Department of Airports

ATTEST:

By: Shereen Hayes

Secretary (Signature) Shereen Hayes

Print Name

C2PM

By: Rowena Altaha

Signature

Rowena Altaha

Print Name

President

Print Title

MATOC Contract
for Program Professional Services

EXHIBITS

- Exhibit 1:** Position Descriptions, Key Personnel, & Common Rates
- Exhibit 2:** Cost Reimbursement Guidelines
- Exhibit 3:** Scope of Services
- Exhibit 4:** SOQ Extracts
- Exhibit 5:** Iran Contracting Act of 2010 Compliance Affidavit
- Exhibit 6:** Civil Rights – Title VI Assurances
- Exhibit 7:** Special Insurance Provisions



EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL, & COMMON RATES

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders/Proposals. Key Personnel are denoted by shaded rows.
 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1 c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
ADA Consultant	Bachelor's degree in architecture or related field is preferred	Certified Access Specialist (CASp) certification is required. Optional certifications may include professional licensure, PMP, CCM and others.	5 or more years of experience in ADA consulting at large airport or similar facility. Experience with fulfillment of FAA requirements regarding ADA reporting is preferable.	Ability to perform detailed project site visits and author ADA focused reports quickly. Ability to work with project teams to support compliance with ADA. Able to find effective and expedient solutions to ADA issues. Able to work with the FAA and other stakeholders to fulfill ADA requirements and reporting. Works with little supervision required and achieves goals. Maintains professional demeanor in fast-paced and dynamic work environment.	\$160.00	X			
Administrative Assistant I	High school diploma (or equivalent)	None	Up to 5 years experience as an administrative assistant or related position	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$45.00	X			
Administrative Assistant II	High school diploma (or equivalent)	None	5 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$55.00	X			
Administrative Assistant III	High school diploma (or equivalent)	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$65.00	X			
Administrative Assistant IV	Post-Secondary Education	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$85.00	X			
Administrative Assistant V	Post-Secondary Education	None	15 years or more experience as administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$95.00	X			
Architect I	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$130.00	X			
Architect II	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	5 years or more experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$170.00	X			
Architect III	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	10 years or more experience as a licensed architect. Has demonstrable specialized experience/area of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$210.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows. All positions will be available at the Common Rate for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Architect IV	Bachelor's degree or Master's degree in Architecture. Master's degree in Architecture (or related field) strongly preferred.	Licensed Architect (preferably by CA Board of Architects) Optional certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	15 years or more experience as a licensed architect. Has demonstrable specialized experience/area of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	In responsible charge of architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. May make presentations to stakeholders, create presentations, assist in writing governance documents, do updates to the architectural standards, perform code reviews and assist to resolve issues on projects during design and in the field. Specialized experience and/or expertise required for the successful delivery of specific aviation related architectural work. Common tasks & deliverables may include Planning Studies, Design Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$250.00	X			
Architectural Designer I	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	Up to 5 years' experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$120.00	X			
Architectural Designer II	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	5 years or more experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$140.00	X			
Architectural Designer III	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	10 years or more experience. Supports major scope elements and may manage design team members	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$180.00	X			
BIM Administrator I	A higher education school diploma equivalent to at least an upper secondary school diploma	BIM Certification (to ISO 19650)	3 years or more of general work experience in the technical field; at least 1 year of specific work experience using the BIM method appropriate to the required professional profile. Direct experience with Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$80.00	X			
BIM Administrator II	A higher education school diploma equivalent to at least an upper secondary school diploma	BIM Certification (to ISO 19650)	5 years or more of general work experience in the technical field; at least 2 years of specific work experience using the BIM method appropriate to the required professional profile. Requires intermediate use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$110.00	X			
BIM Administrator III	Minimum associate degree in Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	10 years or more of general work experience in the technical field; 3 years or more of specific work experience using the BIM method appropriate to the required professional profile. Requires advanced use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$130.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
BIM Manager	Bachelor's degree in Architecture or Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	15 years or more of BIM experience in the technical field; 3 years or more of management experience specific to a team using the BIM method appropriate to the required professional profile. Requires advanced use Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Responsible for the overall management, direction and implementation of the BIM process. Facilitates the successful implementation of BIM technology and related processes.	\$200.00	x			
Claims Specialist I	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	10 years or more of experience analyzing and negotiating construction claims on large complex projects.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures.	\$240.00	x			
Claims Specialist II	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required	15 years or more of experience analyzing and negotiating construction claims on large complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$260.00	x			
Claims Specialist III	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required	20 years or more of experience analyzing and negotiating construction claims on large complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$285.00	x			
Commissioning I	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	5 years or more of experience as a commissioning agent or commissioning specialist	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$140.00	x			
Commissioning II	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	10 years or more of experience as a commissioning agent or commissioning specialist	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$170.00	x			
Commissioning III	Bachelor's degree in Engineering or related field. Master's degree preferred	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	15 years or more of experience as a commissioning agent or commissioning specialist. Experience managing and leading a commissioning team.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$220.00	x			
Construction Logistics Manager	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAEE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs. Manages team of logistics experts.	Reports on a regular basis to update construction activities in the CTA and report any potential conflicts between projects that may have planning, operational, schedule or cost impacts. Submit an executive summary of the Logistics Team monthly report summarizing the progress and utilization of the team, areas of further discussion that may cause potential impacts and the Logistics master schedules. Responsible for all reporting on all aspects of reporting, quality and accuracy of the reporting, maintaining a logistics dashboard showing near-term and long-term logistics information, works actively and collaboratively across TDG. The Logistics Manager will identify the need for the development of new procedures or the refinement of existing procedures within TDG and make recommendations. The Manager will manage the Logistics Specialist. The Logistics Manager will work with the Logistics Team, Project Managers, Operations and Contractors to develop a graphic representation of construction projects and the potential impacts that are affected by those projects.	\$200.00	x			
Construction Logistics Specialist I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AAEE, LEED, PMP, PE, AICP, etc.	5 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct reviews of projects' submittal Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Creates reports and communication regarding logistics on multiple projects.	\$90.00	x			

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Construction Logistics Specialist I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport building programs or similar complex building programs	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$120.00	x			
Construction Logistics Specialist II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$150.00	x			
Construction Manager I	Bachelor's degree in Construction Management, Engineering or related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$120.00	x			
Construction Manager II	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$150.00	x			
Construction Manager III	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$180.00	x			
Construction Manager IV	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	15 years or more Construction Management experience, preferably on airport projects and large complex multi-year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$210.00	x			
Construction Manager V	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	20 years or more Construction Management experience, preferably on airport projects and large complex multi-year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$230.00	x			
Contract Administrator I	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law.	Experience with project management software preferred.	3 years or more experience in the administration of commercial/government contracts.	Performs a broad range of contract administrative duties, including procurements, billings, insurance, bonding, and compliance.	\$85.00	x			
Contract Administrator II	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law.	Experience with project management software preferred.	5 years or more experience in the administration of commercial/government contracts.	Performs a broad range of contract administrative duties, including procurements, billings, insurance, bonding, and compliance.	\$110.00	x			
Contract Administrator III	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law.	Experience with project management software preferred.	10 years or more experience in the administration of commercial/government contracts.	Works in collaboration with the Project Management team to ensure projects are delivered in compliance with all contractual terms and conditions and LAWA, City, State and Federal requirements.	\$140.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Cost Engineer I	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Preferred cost engineer certification, i.e. CCE, CCP	3 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$110.00	x			
Cost Engineer II	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required cost engineer certification, i.e. CCE, CCP	5 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$140.00	x			
Cost Engineer III	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required cost engineer certification, i.e. CCE, CCP	10 years or more of cost engineering experience directly related to construction projects, preferably aviation projects; Experience managing a team of cost engineers	Manages project's cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$170.00	x			
Cost Estimator I	Bachelor's degree in Engineering, Construction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional License or Certification.	3 years or more of estimating experience directly related to both engineering and construction projects.	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$110.00	x			
Cost Estimator II	Bachelor's degree in Engineering, Construction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	5 years or more of estimating experience directly related to both engineering and construction projects.	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$140.00	x			
Cost Estimator III	Bachelor's or Master's degree in Engineering, Construction Management or related field.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	10 years or more of estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators.	Performs more complex assignments and may lead a team of estimators engaged in the following: Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$170.00	x			
Cost Estimator IV	Bachelor's or Master's degree in Engineering, Construction Management or related field. Master's degree preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	15 years or more of general estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators. Has demonstrable specialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$200.00	x			
Cost Estimator V	Bachelor's or Master's degree in Engineering, Construction Management or related field. Master's degree strongly preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	20 years or more of general estimating experience directly related to both engineering and construction projects. Has demonstrable specialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$220.00	x			
Design Manager I	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	5 or more years of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of aviation improvements experience preferred	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$110.00	x			
Design Manager II	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	10 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience preferred.	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$140.00	x			

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Design Manager III	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer strongly preferred	15 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience required. Experienced managing a team of design professionals.	Manages a Team of team of architects, engineers, and other professionals to guide the design, permitting, and construction-procurement of various airport capital improvement projects	\$170.00	X			
Digital Specialist I	Bachelor's degree in IT or related field	IT certifications preferred	5 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Database, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$85.00	X			
Digital Specialist II	Bachelor's degree in IT or related field	IT certifications required.	10 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Database, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$120.00	X			
Digital Specialist III	Bachelor's degree in IT or related field	IT certifications required.	15 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Database, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$140.00	X			
Document Control Technician I	Two-year technical degree	Certifications for document control professionals highly desirable	5 years or more of experience with document processing and data management	Receives and sends project documents to project staff, responds to records requests, and assists in the preparation of project files and administrative record for final closeout and retention.	\$75.00	X			
Document Control Technician II	Two-year technical degree	Certifications for document control professionals highly desirable	5-10 years' experience with document processing, data management, and document processing	Manages the dissemination of project documents to project staff, maintains both hard copy and electronic files, responds to records requests, and prepares project files and administrative record for final closeout and retention.	\$85.00	X			
Document Control Technician III	Two-year technical degree Bachelor's degree preferred	Certifications for document control professionals highly desirable	10 years or more of experience with document processing, data management, and document processing. Experience managing a team of document control technicians.	Manages project documents, maintains both hard copy and electronic files, and coordinates the project files and administrative records for final closeout and retention. Collaborate with legal team to respond to administrative record requests and/or legal challenges.	\$120.00	X			
EIT Economic Impact Team Manager* <i>*Key Personnel for Scope Category 2 Only</i>	B.S. / B.A. degree in engineering, construction, or business-related field; Master's degree preferred.	Relevant Professional License &/or Certifications are preferred.	15+ years of experience in construction project or program management. Experience in alternative project delivery methods including construction manager at risk and design-build preferred	Responsible for the day-to-day management of the TDG Economic Impact Team (EIT) and implementation of the EIT CIP Strategic Execution Plan; Monitor and enforces contract provisions for Inclusion, workforce development, and prompt payment related to the CIP; Develops and uses custom reporting and applications to monitor compliance and improve processes; Develops training and workforce pathway programs; Works develop and review RFP technical requirements to maximize economic impact through all CIP projects; Monitors and supports enforcement of workforce development and business inclusion contract provisions; coordinates RFQ/RFP development between the Development Group and Strategic Sourcing Division; Monitors adherence to CA and federal procurement guidelines; and provides advice on best practices and lessons learned; Coordinates strategies and activities with and submits reports to the LAWA Director of Economic Impact & Transformation and the Capital Program Executive/Chief Development Officer.	\$200.00			X	
EIT Labor Compliance Specialist I	B.S. / B.A. degree or business-related field	Relevant certifications highly desired	Minimum of 5 years of experience performing Labor Compliance Analyst duties for comparable publicly funded projects/programs. Knowledge of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations, assist contractors with compliance inquiries; and analyze LCP Tracker reports for compliance trends	\$90.00			X	

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Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.
 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.6 of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
EIT Labor Compliance Specialist III	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 6 to 9 years of experience performing Labor Compliance Analyst duties for a public agency mega project(s). High proficiency use of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements; provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations; assist contractors with compliance inquiries, and analyze LCP Tracker reports for compliance trends; Coordinates with LAWA Project Team and City of Los Angeles Office of Contract Compliance Public Works - Bureau of Contract Administration (BCA) to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Respond to prevailing wage questions/concerns/matters that may arise from contractors and construction workers; Review contractor labor policies for compliance with state and federal regulations	\$120.00			x	
EIT Labor Compliance Specialist III	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Monitor and support enforcement of workforce development and business inclusion provisions; Report, track and monitor contract compliance with economic impact contract requirements; Provide critical program support to develop clear framework and effective procedures to standardize, clarify, and implement quality control and best practices to maximize opportunity through CIP projects; and Ensure that the intent and objectives of LAWA'S economic impact initiatives are set forth clearly and implemented consistently, effectively, and professionally.	\$140.00				x
EIT Labor Compliance Specialist IV	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements; provides state and federal prevailing wage rates for inclusion in contract solicitation documents; Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Review contractor labor policies for compliance with state and federal regulations; and provide contractor and staff training to ensure proactive compliance approach.	\$160.00			x	
EIT Labor Compliance Specialist V	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 15+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements; provides state and federal prevailing wage rates for inclusion in contract solicitation documents; Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Review contractor labor policies for compliance with state and federal regulations; and provide contractor and staff training to ensure proactive compliance approach. Respond in requests regarding certified payroll reports and/or other payroll related labor compliance documents; Track changes and updates to state and federal labor compliance and prevailing wage regulations and standards; with the assistance of the LCO apply changes/updates to the labor compliance procedures and practices accordingly; Act as the main point of interaction between the LAWA, BCA, and the LCP Tracker team.	\$180.00			x	
EIT Workforce Development Coordinator I	AA Degree	None	Minimum 2 years of experience conducting outreach for local worker hiring program or community-based workforce development program.	Works with the Economic Impact Team to help develop, implement and support workforce development initiatives and/or programs such as college internship program and youth STEM engagement. Coordinates with LAWA Staff to monitor and track workforce development metrics and compile bi-weekly reports; coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement.	\$80.00			x	
EIT Workforce Development Coordinator II	AA Degree or Bachelor's degree	None	Minimum 3 to 5 years of experience working on local worker hiring program for a mega project and/or multi-billion dollar capital program. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusivity and Workforce Development Plans. Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts. Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$120.00			x	

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
EIT Workforce Development Coordinator III	Bachelor's degree	None	6 to 10 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities. Review and assess contractor compliance with approved Inclusion and Workforce Development Plans. Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts. Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$140.00			x	
EIT Workforce Development Coordinator IV	Bachelor's degree	None	15 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities. Review and assess contractor compliance with approved Inclusion and Workforce Development Plans. Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts. Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$160.00			x	
EIT Workforce Development Coordinator V	Bachelor's degree	None	20 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities. Review and assess contractor compliance with approved Inclusion and Workforce Development Plans. Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts. Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$180.00				
Engineer I	Bachelor's degree in Engineering	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$110.00	x			
Engineer II	Bachelor's or Master's degree in Engineering	Licensed Engineer or EIT (required preferably by CA Board of Engineers) Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	5 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$150.00		x		
Engineer III	Bachelor's or Master's degree in Engineering	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is preferred. For geotechnical engineers GE is preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	10 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$200.00			x	

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 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Engineer IV	Bachelor's or Master's degree in Engineering	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects. Managing team of engineers working on multiple projects. Has demonstrable specialized experience/area of expertise.	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$260.00	X			
Engineer V	Bachelor's or Master's degree in Engineering (preferably Master's)	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	20 years or more experience, preferably on airport projects. Managing large team of engineers working on multiple complex projects. Has demonstrable specialized experience/area of expertise.	Manages large team of engineers working on multiple, complex projects. Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$300.00	X			
Field Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$90.00	X			
Field Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$115.00	X			
Field Engineer III	Bachelor's degree in Engineering, Construction Management or other related field Masters degree preferred	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$130.00	X			
Geologist I	Bachelor's degree in Geology, Chemistry, Physics, Mathematics, or other related field required	Relevant Professional Licensure & Certifications.	5 years of geological experience	Assists in conducting research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects	\$85.00	X			
Geologist II	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required	Relevant Professional Licensure & Certifications.	10 years or more of geological experience	Conducts research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Assists with the development of technical reports and mitigation measures to mitigate impacts	\$100.00	X			
Geologist III	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required Master's degree preferred	Certified by the Applied and Natural Science Accreditation Commission of ABET (preferred but not required) and any relevant Professional Licensure &/or Certifications.	15 years or more of geological experience	Manages research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Manages the development of technical reports and mitigation measures to mitigate impacts. Manage field investigations to ensure the mapping and evaluating of geologic data. Must have the ability to prepare and interpret geologic maps, cross sections, stratigraphic columns, and written reports.	\$120.00	X			

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
GIS Specialist I	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	Relevant Certifications.	5 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	Prepares data related to GIS in support of Proposed Project definitions and analysis.	\$90.00	X			
GIS Specialist II	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	10 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	May coordinate data related to GIS in support of Proposed Project definitions and analysis, and QAQC of data for existing/proposed facilities and infrastructure. Assist in building CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$120.00	X			
GIS Specialist III	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	15 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects. Experience managing a project or a team of GIS specialists.	Manages and maintains data related to GIS in support of Proposed Project definitions and analysis, and QAQC of data for existing/proposed facilities and infrastructure. Build CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$140.00	X			
Graphic Designer I	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	5 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Assists in preparing ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations.	\$60.00	X			
Graphic Designer II	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	10 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; may translate statistical and other data into charts, graphs, illustrations and projection slides.	\$75.00	X			
Graphic Designer III	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	15 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$100.00	X			
Graphic Designer IV	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	20 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$120.00	X			
Inspection Quality Assurance Assistant Manager	Bachelor's degree in Civil Engineering or relevant field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more of experience providing quality assurance on vertical, tunnel or heavy civil construction types projects.	Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. The Assistant Quality Assurance Manager assists with the preparation and implementation of changes and/or updates to the Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed. Have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	\$160.00		X		
Inspector, Construction	High school diploma (or equivalent)	30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing inspection of large scale Public Works type projects	Inspects the construction of a wide variety of airport improvements, utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work, and may provide construction inspection support. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measures and documents job quantities. Documentation and information retrieval may require computer literacy skills. Construction inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		

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 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1 c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Inspector, Deputy Building	High school diploma (or equivalent)	Valid Los Angeles City Department of Building and Safety (LADBS) license for the scope of work being inspected; have a thorough knowledge of building construction practices, and be experienced in one or more of the expertise areas listed below: -Reinforced concrete -Reinforced masonry -Structural Steel and Welding -Prestressed Concrete Controlled Activities: -Sprayed Applied Fireproofing -Drilled-In-Anchors -Shotcrete Soils/Grading -Seismic Resistance 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing as a LADBS Deputy Building Inspector large scale type projects	Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings, verify compliance with the aforementioned contract documents, and communicate effectively with Contractors, engineers, architects, and project management staff. Documents daily progress of the work, prepare monthly progress payment request, track various changes, verify time and material work, measure and document job quantities. Documentation and information retrieval may require computer literacy skills. Deputy Building Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Electrical/IT	High school diploma (or equivalent)	Current ICC Certification as a Commercial Electrical Inspector; Proof of NPE-70E standards. Completion of training must have been achieved within the last 3 years 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	Electrical/IT inspection staff shall have at 3 years or more of experience performing electrical/IT inspections; For task on the Airfield, 3 years or more of experience with airfield lighting is required.	Electrical/IT Inspection staff shall have a thorough knowledge of the methods, materials and techniques of the electrical/IT trade, the ability to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction; have a general understanding of low voltage systems including fire/life safety and information technology; have the ability to read and interpret contract documents, electrical codes, applicable standards. Electrical/IT Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Mechanical	High school diploma (or equivalent)	Current ICC Certification as a Commercial Mechanical Inspector; 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	3 years or more of experience performing mechanical inspections on large scale Public Works type projects	Mechanical inspection staff possess a thorough knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations, shall have the ability to diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship. Document daily progress of work and inspect construction activities by applying knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations; Diagnose and document hazards of unsanitary conditions caused by faulty materials or poor workmanship. Mechanical Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Plumbing	High school diploma (or equivalent)	Current ICC Certification as a Commercial Plumbing Inspector; possess a thorough 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	3 years or more of experience performing plumbing inspections,	Plumbing Inspector shall have knowledge of the materials and methods used in the installation of plumbing installations; shall have a general understanding of plumbing systems including domestic water and sewage systems, and thorough knowledge of fire sprinkler pipe installations. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measures and documents job quantities. Documentation and information retrieval may require computer literacy skills.	Subject to Prevailing Wage		X		
Inspector, Shop Fabrication	High school diploma (or equivalent)	Certifications such as CWI and NDT are highly desired and may be required for certain assignments. 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing in-process fabrication inspections of products associated with building and/or airfield construction projects	Shop Fabrication Inspector shall possess a thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, mechanical equipment, architectural metals and specialized fabrications.	\$105.00		X		

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Intern	High school graduate	None	None	Assists in a variety of tasks and activities related to the scope of this contract. The goal is for the candidate to obtain work experience while fostering an interest in the aviation planning and project delivery and to develop the workforce for future projects.	\$30.00	x	€	x	
IT Technical Support I	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	5 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues, troubleshoot system and network problems, diagnosing and solving hardware or software faults, implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$80.00	x			
IT Technical Support II	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	10 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues, troubleshoot system and network problems, diagnosing and solving hardware or software faults, implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$110.00	x			
IT Technical Support III	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	15 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues, troubleshoot system and network problems, diagnosing and solving hardware or software faults, implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$130.00	x			
IT Technical Support Manager	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licensure & Certifications preferred.	15 years or more of experience. Manages IT technical support team to support large complex organizations.	Manages and evaluates the performance of a help desk team, ensuring timely and accurate customer service. Recruit, train, and support help desk representatives and technicians. Establish customer service standards, contribute to improving customer support, and provide feedback to internal teams. Develop reports on team productivity and maintaining a problem-solving attitude to ensure high-quality technical support and enhance user satisfaction. Assists with review, testing, and implementation of technology solutions to increase productivity and efficiency.	\$175.00	x			
Office Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$100.00	x	x		
Office Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$125.00	€	x		
Office Engineer III	Bachelor's degree in Engineering, Construction Management or other related field Masters degree preferred.	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$140.00	x	x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWVA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWVA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Order Proposals. Key Personnel are denoted by shaded rows. * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWVA in accordance with Section 7.1.2 of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
ORAT Consultant I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Certifications may include APQC, BPMI, IxDA, HFES, ODGP, ODCC, CMC, ACMP, CCMP, PMP	5 years or more experience, preferably on airport projects	Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities. Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc. Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process; evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.	\$100.00	X			
ORAT Consultant II	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IxDA, HFES, ODGP, ODCC, CMC, ACMP, CCMP, PMP	10 years or more experience, preferably on airport projects	Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities. Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc. Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process; evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.	\$140.00	X			
ORAT Consultant III	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IxDA, HFES, ODGP, ODCC, CMC, ACMP, CCMP, PMP	15 years or more experience, preferably on airport projects Including experience leading a large team of ORAT professionals	Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities. Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc. Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process; evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.	\$180.00	X			
Planner I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional License or Certifications.	5 years or more experience, preferably on airport projects	Assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$100.00	X			
Planner II	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner certification required. Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional License or Certifications preferred.	10 years or more experience, preferably on airport projects	Works with a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$130.00	X			
Planner III	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner certification required. Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional License or Certifications strongly preferred.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise	Coordinates and may manage a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to develop planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.	\$150.00	X			
Principal in Charge*	Bachelor's or Master's Degree in Engineering, Project Management, Business, Computer Science, Education, Business/Management, Business/Administration, Urban Planning, Construction, or Architecture	Holds a leadership position in the Applicant (prime firm) reflected by a corporate title, ownership of the firm, or equivalent.	Typically 20+ Years Experience.	The principal shall have a corporate or leadership function in the firm. This role shall have the authority to act as an agent on behalf of the firm in regard to matters regarding the contract and related services. Issues are escalated to this role, ensures overall satisfaction on the delivery of services, negotiates contractual matters, the LAWVA Contractor Assessment is sent to this team member.	\$300.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Project Controls I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	5 years experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$110.00	X			
Project Controls II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$140.00	X			
Project Controls III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's Degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	15 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$180.00	X			
Project Controls IV	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	20 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$200.00	X			
Project Controls V	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	25 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$225.00	X			
Project Manager I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc.	5 years or more experience, preferably on airport projects	Provides input on projects from design development stage through construction to ensure Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in coordinating with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Prepares messaging plan, notices, contingency planning and other tasks as needed.	\$130.00	X			
Project Manager II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport projects	Assists in the development and implementation of work packages and Task Orders. May provide direction and input on projects from design development stage through construction. Ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in facilitating coordination with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Assists in implementing messaging plan, notices, contingency planning and other tasks as needed.	\$160.00	X			
Project Manager III	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects	Manages the development and implementation of work packages and Task Orders. Provides direction and input on projects from design development stage through construction. May act as LAWA's primary representative on a project, establishes standards for meeting minutes, records, etc. and ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Facilitates coordination with other LAWA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Coordinates messaging plan, notices, contingency planning and other tasks as needed.	\$210.00	X			
Project Manager IV	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager III, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfillment of LAWA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$240.00	X			
Project Manager V	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	20 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager II, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfillment of LAWA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$280.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Public Outreach Lead	Bachelor's or Master's degree in Public Relations, Communications, Planning, Journalism, marketing, or related field. Master's degree preferred.	Relevant Professional Licensure & Certifications are strongly preferred.	15 years or more experience, preferably as a Public Information Officer, conducting meaningful engagement with local business and community stakeholders, public agencies and/or regulatory agencies and officials.	Manages and leads the community outreach programs, including but not limited to public relations strategies to promote project goals/mission; project branding, social media design and content, public outreach material design/content (press releases, fact sheets, public notices, project materials). Leads the coordination and marketing of public outreach events (Open Houses, Workshops, Public Hearings, etc.). Develops strategies to connect with stakeholders, and general public; may represent LAWA with stakeholders, will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$250.00	x		x	
Public Outreach Specialist I	Bachelor's in Public Relations, Communications, Planning, Journalism, marketing, or related fields	Relevant Professional Licensure & Certifications.	5 years or more of relevant experience.	Assists with community outreach programs, including but not limited to public relations; social media; public outreach materials. Assists with public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in connecting with local stakeholders, and general public; and perform other tasks as needed.	\$120.00	x		x	
Public Outreach Specialist II	Bachelor's or Master's Degree in Public Relations, Communications, Planning, Journalism, marketing, or related fields	Relevant Professional Licensure & Certifications are preferred.	10 years or more relevant experience	Assists in the development of community outreach programs to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Assists in organizing public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in identifying and connecting with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$150.00	x		x	
Public Outreach Specialist III	Bachelor's or Master's Degree in Public Relations, Communications, Planning, Journalism, marketing, or related fields. Master's Preferred	Relevant Professional Licensure & Certifications are strongly preferred.	15 years or more relevant experience.	Develops the community outreach programs to promote project goals/mission; project branding, social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Coordinates public outreach events (Open Houses, Workshops, Public Hearings, etc.). Identifies and connects with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$200.00	x		x	
Quality Control Manager	Bachelor's degree or equivalent	Six Sigma, CQE or CQA preferred	5 years or more experience, preferably on projects undergoing environmental documentation	Plan, execute, and oversee inspections of deliverables and testing for quality and conformance to specifications and scope; assist project management by tracking, documenting, and responding to details of quality and accuracy issues; investigate reports of quality issues and ensure resolution in accordance with project and contract guidelines, consultant firm specifications and regulatory requirements.	\$160.00		x		
Safety, Assistant Manager I	High school diploma (or equivalent)	The Assistant Safety Manager I must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credentials.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager I works with contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regard to safety and security requirements.	\$150.00		x		
Safety, Assistant Manager II	High school diploma (or equivalent)	The Assistant Safety Manager II must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credential. The Assistant Safety Manager II may also be required to be a California OSHA 10/30 instructor and a CPR/1st Aid instructor.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	Assistant Safety Manager II may be a night shift position that works with multiple contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. Monitors and documents all work taking place at night and has limited supervision.	\$170.00		x		
Safety, Assistant Manager III	High school diploma (or equivalent)	The Assistant Safety Manager III must at a minimum have an active Board of Certified Safety Professionals (BCSP) Associate Safety Professional (ASP), a CSP, or a Certified Industrial Hygienist.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager III works with contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. The Assistant Safety Manager III may be a BCSP. The ASM III may be assigned to assist the Program Safety Manager in managing the Safety Team and the Safety Program as directed by the Program Safety Manager.	\$180.00		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experiences	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Safety, Program Manager* <i>*Key Personnel for Scope Category 1 Only</i>	Bachelor's degree in Safety and Health, Engineering, Environmental Sciences or related field.	The Program Safety Manager must at a minimum have an active Board of Certified Safety Professionals (BCSP) Certified Safety Professionals (BCSP), Associate Safety Professional (ASP), Certified Industrial Hygienist (CIH), or Construction Health and Safety Technician (CHST) credentials.	Minimum of 15 years of verifiable professional safety experience on heavy construction projects, preferably in an aviation environment. Manages team of safety staff.	Manages LAWA's Airports Development safety program and team of safety technicians, assists LAWA management in setting and monitoring safety program policies and goals and reports back to LAWA management on compliance of those policies.	\$200.00		x		
Scheduler I	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional License & Certifications are preferred.	Up to 5 years of scheduling experience in direct support of an active construction project. Requires use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$90.00	x			
Scheduler II	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional License & Certifications are strongly-preferred	5 years or more of scheduling experience in direct support of an active construction project. Requires intermediate use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$130.00	x			
Scheduler III	Bachelor's degree in Engineering, Construction Management or related field.	Relevant Professional License & Certifications are strongly-preferred	10 years or more of scheduling experience with 5 plus years in direct support of an active construction project. Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Performs complex reviews and analysis of contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$175.00	x			
Scheduler, Program	Bachelor's degree in Engineering, Construction Management or related field. Masters degree in related field is preferred.	Relevant Professional License & Certifications	15 years or more of scheduling experience with 10 plus years of reporting (milestones, inter-dependencies, etc.) in direct support of an active construction program covering multiple projects and varying project delivery methods. Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	In addition to duties performed by schedulers; performs oversight of project schedulers to ensure consistency and accuracy across the CIP. Performs complex schedule analysis and assists in identification of risks, interdependencies across projects, and claims management. Develops and implements KPIs. Applies scheduling experience on large and complex projects (\$500+ million) throughout the project lifecycle, including planning, design, and construction.	\$220.00	x			
Scientist I	Bachelor's degree in natural science or science-related field	Relevant Professional License & Certifications are preferred	Up to 5 years' experience, Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$80.00	x			
Scientist II	Bachelor's degree in natural science or science-related field	Relevant Professional License & Certifications are preferred	5 years or more experience, Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$100.00	x			
Surveyor I	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is preferred.	Up to 5 years surveying experience.	Assists in conducting surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites.	\$90.00	x			
Surveyor II	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is strongly preferred.	5 years or more surveying experience	Directs or conducts surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites.	\$120.00	x			

EXHIBIT 1 - POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Class Scope	Options' Scope Category 1	Options' Scope Category 2	Options' Scope Category 3
Surveyor III	Bachelor's degree in Civil Engineering or relevant field	Valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is required	10 years or more surveying experience.	Oversees and leads a team of surveyors who conduct surveys, prepare data, charts, plots, maps, records, and documents related to surveys, verify and verify the accuracy of survey data, including measurements and calculations conducted at project sites.	\$150.00	x			
Third Party Coordinator I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications	5 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, call in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$120.00	x			
Third Party Coordinator II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications	10 years or more experience with third party coordination in Los Angeles	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, call in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$160.00	x			
Third Party Coordinator III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications	15 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, call in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$200.00	x			



EXHIBIT 2: COST REIMBURSABLES

A. COMPENSATION FOR PERSONNEL

LAWA will compensate the Consultant, if awarded a Task Order(s), for personnel costs based upon the fully burdened common hourly rates listed in Exhibit 1 to the Contract (hereinafter referred to as "Billable Hourly Rates") and actual hours worked, if Services are being provided by the Consultant on time and materials basis. Additionally, the Consultant is allowed a mark-up of no more than 3% on first-tier sub-consultant/subcontractor direct labor for the management of the sub-consultant/subcontractor work.

Billable Hourly Rates may be increased by three percent (3%) after the initial year of the Contract term for each additional Contract term year ("3% Increase"). However, in no event will Billable Hourly Rates be increased by more than three percent (3%) per Contract year without prior written justification and approval by LAWA. Moreover, LAWA, in its sole discretion, may suspend the 3% Increase.

LAWA's approval of Consultant-requested or LAWA-requested additional personnel will not entitle Consultant to any additional compensation beyond the limit established via the Contract, the project(s) specific Task Order, and/or herein.

LAWA hereby relies upon the Consultant to properly designate its employees as exempt or non-exempt under the Fair Labor Standards Act. LAWA will not reimburse any Consultant for back pay, penalty or interest imposed by the Department of Labor in the event of a dispute regarding the improper designation of its employees.

B. REIMBURSABLE EXPENSES

The Consultant, if awarded a Task Order(s), will be reimbursed for the following costs in accordance with City policy, subject to amendments, and as provided below.

Reimbursable Expenses are in addition to the compensation for Consultant's personnel performing Services, as provided in Section A, and will be actual expenditures made by the Consultant and/or Consultant's employees and/or sub-consultants in connection with the Services provided pursuant to each awarded Task Order, if any, and only for the expenses listed in the following subparagraphs. LAWA expects, and Consultant's SOQ should provide, that all expenses incurred by Consultant in its performance of Services, or which reasonably can be inferred from Consultant's performance of Services, are included in the Billable Hourly Rates and no other expenses will be reimbursed by LAWA except as described in the following subparagraphs to the extent they are actually and reasonably incurred, required for the Consultant's performance of Services pursuant to the Contract Documents, and approved in advance in writing by LAWA. The total of Consultant's compensation for personnel and Reimbursable Expenses are not to exceed the not-to-exceed amount of each awarded Task Order, if any.

1. Travel-Related Expenses. Travel expenses are generally allowable reimbursable expenses when Consultant is traveling in connection with an awarded Task Order, if any, provided that the travel destination is farther than fifty (50) miles from both the subject Consultant's or sub-consultant's employee's primary residence and work location and has the specific prior written authorization of LAWA (hereinafter referred to as "Travel Status").
 - a. Air Travel. Air Travel expenses are allowable only for the lowest regular fare available for regularly scheduled airlines for the date and time selected. Official travel will be by the most direct routing and Consultant will maximize savings whenever possible including advance purchase options. LAWA will reimburse for the price of coach class, unrestricted ticket. When possible, economy or special fares are to be used. Reimbursement must be supported by legible copies of airline tickets and boarding passes. Electronic tickets and boarding passes are acceptable.
 - i. Other Than Coach Class Exception – When the use of other than coach-class is necessary to accommodate a medical necessity or other special need, a current written certification of the necessity and a recommended suitable class of transportation from a competent medical authority must be submitted. When coach class tickets are not available during the timeframe in which Consultant must travel.
 - ii. Checked Baggage Fees – In the cases where the Consultant is charged for the first checked bag per traveler, LAWA will reimburse for this fee. Baggage fees for additional items will not be automatically reimbursed unless a justification for a business need is provided. Checked baggage fees are considered a separate reimbursement expense and are not included as part of the per diem outlined below.
 - iii. Advanced Reservations and Change Fees – Consultant, when possible, should make every effort to make the flight reservation well in advance to be able to get the best price possible. LAWA will only reimburse for reservation change fees when the schedule change was requested by LAWA and is supported by documentation confirming LAWA's direction of schedule change.
 - iv. Non-Allowable Expenses – Comfort items such as paying for exit row seats or service upgrades, such as in-air WiFi, are not allowable.
 - b. Ground Transportation. The least expensive and most practical form of public transportation is generally an approved reimbursable expense taking into consideration such factors as time and availability. Ground transportation will only be reimbursed as provided below. Ground transportation is defined as travel from home to airport and back and from destination airport to LAWA business location and back. Transportation in acquiring meals will not be reimbursed. This expense

is considered an incidental expense as discussed below and will be covered by the daily meal and incidental allowance.

For travel to locations other than LAX, prior written authorization is required and reimbursement of expenses will be computed based upon the City's Administrative Officer's published index listed for the destination and all conditions noted above will apply. Only Consultant's or its sub-consultant's personnel previously approved by LAWA may submit travel expenses for reimbursement.

- i. Local Transportation. Local transportation costs incurred by Consultant or its sub-consultant while in Travel Status will be reimbursed as follows:
 1. Taxi/Ride Share/Public Transportation/LAWA bus – Reimbursable at actual cost.
 2. Rental Automobiles – Because of their cost, rental automobiles will be used only when their use will affect a savings or other advantage, or when the use of other transportation is not feasible. Rental automobiles should be limited to compact models when available. A legible copy of the automobile rental agreement is required for reimbursement. Rental of other than compact automobile is allowable when compacts are not available or if more than two members of Consultant's personnel and/or Consultant's sub-consultant's personnel in Travel Status are using the same rental automobile. All rental cars will be returned with a full tank of gas unless impossible. Fuel charges will be reimbursed at market price. Unreasonable or excessive fuel charges by the rental car agency may not be reimbursed.
 3. Private Automobiles – Consultant's or its sub-consultant's use of Consultant/sub-consultant owned or leased automobiles will be reimbursed per mile traveled and at the mileage rate permitted under the Internal Revenue Service's published rate at the time the mileage was driven.
 4. Tolls and parking, excluding valet charges – Fees incurred by Consultant/sub-consultant for use of ferries, roads, bridges, and tunnels while Consultant/sub-consultant is traveling to and from home to airport and back and from airport to LAWA business location and back, as well as parking charges at origination/destination are reimbursable.
 5. Local Travel – Travel to and from the project(s) site for Consultant/sub-consultant personnel who are located in any of Consultant's office locations in the greater Los Angeles area, or who work from home in the greater Los Angeles area, is not reimbursable without prior written approval by LAWA.

c. Lodging & Meal Allowance. A per diem may be used to reimburse Consultant's/sub-consultant's personnel for overnight accommodations and meals when in Travel Status on behalf of LAWA. If Consultant's/sub-consultant's internal policy is a lower rate, the lower rate will be used. The per diem rate will be applied as a meal allowance, in accordance with the limits established by the City Controller, plus actual costs for lodging. The combined total amount of the meal allowance and actual lodging will not exceed the per diem published in the City Administrative Officer's (CAO) Department Budget Manual, Travel Allowances - Air Fare and Per Diem. As the per diem is periodically updated by the CAO, reimbursement will be made based upon the per diem rate published at the time expenses are incurred. The per diem rate includes lodging and a meal allowance which covers meals and incidental expenses for one full day. In the selection of restaurants and lodging, it is expected that Consultant/sub-consultant will seek moderately priced establishments of acceptable quality.

i. Lodging

An individual must consider transportation costs, time and other relevant factors in selecting the most economical and practical accommodations. Receipts are required and will be reimbursed based on actual cost incurred in an amount not to exceed the per diem less the meal allowance. Lodging expenses will be reimbursed only at the single occupancy rate.

1. Hotel Accommodations – If Consultant/sub-consultant is traveling to Los Angeles, Consultant/sub-consultant will be required to select a hotel/motel within the City of Los Angeles limits. In cases where rates have been negotiated with local hotel properties surrounding its airports, LAWA will make this listing available for the Consultant's considerations. Approval of properties not on the negotiated list will be evaluated by LAWA based upon competitive rates.
2. Corporate Housing and Other Leasing Options – For Consultant's or its sub-consultant's personnel who are traveling to a LAWA project(s) site from outside the greater Los Angeles area, and who is/are assigned to be at the project(s) site on a regular basis, the Consultant/sub-consultant may utilize internal policies, such as use of corporate apartments, to determine the most cost-effective lodging. Prior to leasing or procuring such lodging, the Consultant will perform a lease versus per diem analysis and provide to LAWA for review and concurrence.

ii. Meal and Incidental Allowance

1. The meal allowance rate is inclusive of incidental expenses defined as follows:

- a. Fees and tips given to porters, baggage carriers, bellhops, hotel maids/servants, stewards or stewardesses, and others.
 - b. Transportation in acquiring meals (this does not include transportation from home to airport and from airport to LAWA business location and back).
 - c. Personal vehicle expense consisting of mileage reimbursement.
 - d. Parking fees.
 - e. Laundry and dry cleaning.
 - f. Office supplies.
2. For international travel, meal and incidental allowances will be provided according to the per diem rate guideline established by the City of Los Angeles Controller's Office.
 3. Meal and incidental allowance will be prorated at 75% of the daily allowance as follows:
 - a. On the first day of travel, if flight leaves after 2PM;
 - b. On the last day of travel, if flight arrives before 2PM; when some meals are provided as part of the LAWA project business.
 - i. NOTE: No meal allowance will be provided when meals are provided throughout the day by the host or as part of the conference/business event.
 4. Meal receipts do not have to be presented to receive the meal and incidental allowance per day of Travel Status except for grant funded travels where the grantor requires complete documentation of travel expenses.
 5. Gratuities to restaurant wait staff are limited to no more than 15% of the restaurant bill exclusive of taxes and gratuities to drivers are limited to no more than 15% of the fare. Both are included as part of the Meal and Incidental Allowance. There will be no additional reimbursement for gratuities.
- d. Non-Reimbursable Travel Costs.
- i. Non-economy class airfare.
 - ii. Non-compact vehicle rental.
 - iii. Air flight insurance.

- iv. Expense of any insurance offered by an auto rental company in connection with a rented vehicle.
 - v. Auto repairs, replacement or towage to personal vehicle when such use has been authorized.
 - vi. Valet parking when self parking is available.
 - vii. Expenses above the meal allowance will not be reimbursed even if supported by receipts.
 - viii. Meals and incidental expenses in excess of set domestic stipend or international federal per diem allowance will not be reimbursed.
 - ix. Reimbursements for LAWA employee's meals are not allowable except in accordance with City policy.
 - x. Alcoholic beverages.
 - xi. Expenses for persons other than the Consultant/sub-consultant personnel authorized for travel. Expenses incurred by a dependent or other person accompanying the Consultant/sub-consultant on an official business trip are not allowable. Bills indicating multiple occupants are to be adjusted to single occupancy rate and disallowed unless disclosure is made indicating reason, names and dates and LAWA has provided prior written approval.
 - xii. Expenses of a purely personal nature.
- e. Allowable Direct Costs.
- i. Telephone – Actual cost of business telephone charges, subject to the limits on EMobile charges described below, incurred by Consultant/sub-consultant while in Travel Status is reimbursable. Personal telephone charges are not allowed. This category of costs is only recoverable for Services provided pursuant to a Task Order that specifically identifies that such costs are allowable (“Task Order for Augmenting Project Team”).
 - ii. EMobile Communication Limitations –Unnecessary and/or unreasonable charges such as roaming fees, except roaming fees incurred while in approved Travel Status, roadside assistance, home long distance, text messaging or any other such feature that is not essential to the Consultant/sub-consultant performing its Services will not be reimbursed. LAWA reserves the right to limit the number of individuals allowed to bill for Emobile communication devices. LAWA will not reimburse for personal calls.
 - iii. Office Supplies – Actual cost for supplies purchased by Consultant while in Travel Status that are solely used by Consultant in its performance of the Services. Supplies to be consumed solely by the Consultant are not allowable. This category of costs is only recoverable for Services provided

pursuant to a Task Order that specifically identifies that such costs are allowable.

2. Other Expenses.

- a. Excess Reproduction Expense. Expense of reproductions of Work Product and other documents furnished pursuant to an awarded Task Order, if any, requested by LAWA in excess of those furnished as part of Consultant's Services pursuant to the Contract Documents. Reproduction of Work Product for LAWA and its relevant consultants will be furnished as part of Services; this includes document preparation and cost for submission to any and all authorities having jurisdiction.
- b. Additional Services Expenses. Expense of reproductions of Work Product and other documents furnished pursuant to an Amendment to a Task Order for additional Services when furnished in connection with additional Services and authorized by LAWA in writing in advance.
- c. Reserved.
- d. Reserved.
- e. Additional Insurance. Expense of any additional insurance coverage or limits, including professional liability insurance, specifically requested by LAWA in writing in excess of that set forth in the Contract Documents.
- f. Other. Expense of special mailing, special delivery, and similar other expenditures incurred at LAWA's written request.
- g. Mark-up. Reimbursable Expenses will not be marked up by Consultant, its consultants and/or sub-consultants, but rather will be passed through to LAWA at actual out-of-pocket cost, supported by proof of payment acceptable to LAWA in its sole discretion.

C. COSTS NOT REIMBURSABLE.

Costs not reimbursable include, but are not limited to, charges for entertainment, bidding and proposal costs associated with obtaining the Contract or any Task Order, contributions, personal telephone charges, dues and subscriptions, bottled water, non-alcoholic and alcoholic beverages, expenses for transportation for personal pursuits, gifts, gratuities greater than 15%, microwaves and refrigerators, lunches, paper plates, utensils, wipes, hand sanitizers, and other charges not expressly allowed under the terms of the Contract. Extraordinary expenses require prior LAWA approval.

D. CONSULTANT'S SUB-CONSULTANTS.

Consultant's sub-consultants will follow the reimbursable expense provisions set forth herein.



EXHIBIT 3: SCOPE OF SERVICES



ATTACHMENT B-1: SCOPE OF SERVICES

The following Scope of Services will be attached as Exhibit 3 to the Contract, excluding only any Optional Scope Services which are not included in the Applicant's SOQ.

The Contracted Firms shall provide LAWA with complete professional services, through expert and specialized staffing resources and scope-specific services, to support the proposed capital improvements for various Airfield, Landside, Terminal, and Utility and Infrastructure projects at LAX and VNY and LAWA's land holdings in Palmdale, California.

Regarding staff augmentation, the Contracted Firm/s staff will typically be located on-site in LAWA facilities with LAWA staff. Work may also be performed offsite through the issuance of scope-specific task orders with specific deliverables. Depending on space availability, the Contracted Firm may be asked to provide supplemental workspace, hardware, software, and connectivity.

The Contracted Firm shall furnish all necessary professional, technical, and expert services as required to plan, organize, and coordinate all aspects of the Services that are required and described in this Scope of Services. The Contracted Firm shall provide LAWA with experienced, qualified, and licensed/certified (as required) personnel who shall meet all applicable requirements of the Contract and task orders. The Contracted Firm's personnel shall possess good written, oral, and interpersonal communication skills.

All field staff from Contracted Firm shall have or obtain a 30 hour Cal OSHA training card prior to working in the field. The 30 hour Cal OSHA training card shall not be older than four years at any time while working under this contract. All electrical inspectors and staff from Contracted firm working on or near energized parts are required to have taken an NFPA 70e certificate course prior to working on or near energized parts. The NFPA 70e certificate course shall not be older than four years at any time while working under this contract. The Contracted Firm shall ensure that all staff are trained and equipped for the hazards of the work they are performing.

LAWA will provide the following Personal Protective Equipment (PPE), mandatory LAWA TDG orientation, Monthly safety training, Awareness training of various disciplines, and post workplace postings at locations where LAWA employees are assigned

Regarding the delivery of services outside of staff augmentation, the Contracted Firm/s will typically provide services and deliverables at their offices and are not required to be located at LAWA facilities.

The scope of the Contracted Firm/s will vary with each project, and may include, but not be limited to the following and are subject to Task Orders issued to Contracted Firm(s) pursuant to the Contract Documents.

I. Base Scope: Project Management, Construction Management, & Project Controls Services

The Base Scope Services consists of enterprise-level services required to deliver a Capital Improvement Program, comprised of multiple projects at LAWA's airports. The Contracted Firm/s and its Key Personnel shall be knowledgeable (through experience) on a variety of delivery methods and industry best practices. Additionally, the Contracted Firm and its Key Personnel must demonstrate a clear understanding of planning, engineering, and construction means/methods for the different types of projects delivered by LAWA. The Contracted Firm will provide expert assistance to LAWA on an as-needed basis in the delivery of projects throughout the full project lifecycle from inception to closeout.

The Contracted Firm shall provide Services commensurate with the needs of a world class airport and shall have experience delivering similar services for transportation or equivalent airport and Capital Improvement Projects, an understanding of Federal Aviation Administration (FAA) specifications, Airport Capital Improvement Programs (ACIP), Transportation Security Administration (TSA) security requirements, and other applicable rules and Government regulations.

The Contracted Firm will work, and experience, with numerous stakeholders, such as airlines, tenants, Federal Aviation Administration (FAA), City of Los Angeles Department of Water and Power, various utilities companies, Transportation Security Administration (TSA), Airport Police, Airport Operations, Facilities Specialty Staff and Materials Testing Services Maintenance, Customs and Border Patrol and other consultants or contractors. The Contracted Firm will collaborate and cooperate with LAWA staff as well as take direction. Task orders for the base scope will include both staff augmentation and services with specified deliverables.

Base Scope Services

Contracted Firm shall provide professional support services required to augment LAWA staff in the implementation and completion of individual projects and services to manage and administer the overall CIP. The Contracted Firm shall be able to support all areas of the base scope services.

A. Project Management/Construction Management and Project Controls Services (PM/CM/PC):

Included in the Base Scope are Project Management/Construction Management and Project Controls Services (PM/CM/PC). Services are required throughout the life cycle of projects. Scopes will be defined on a task order basis and may vary with each project.

- A. Project Management
- B. Construction Management
- C. Design Management
- D. Contract Administration
- E. Risk Assessment & Management
- F. Site Investigations (survey, potholing, utility mapping, etc.)
- G. Change Management
- H. Document Controls
- I. Program/Project Reporting
- J. Program/Project Scheduling
- K. "As Built" Schedule Updates
- L. Program/Project Cost Estimating
- M. Cost Control and Financial Analysis
- N. Trend & Variance Reporting
- O. Performance Management & KPIs
- P. Project & Financial Closeout
- Q. Constructability Analysis
- R. Peer Review
- S. Benchmarking
- T. Stakeholder and Third-Party Coordination
- U. Environmental Reporting (Mitigation Monitoring & Reporting Program)
- V. Claims Mitigation, Monitoring, and Dispute Resolution
- W. Construction and Logistics Management (CALM)
- X. Construction Impacts and Logistics Strategy

- Y. Commissioning Services
- Z. Partnering Facilitation
- AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.)

B. Performance & Operational Readiness Airport Transition (ORAT)

The Base Scope includes services and staff augmentation to support Performance and Operational Readiness Airport Transition services for any capital or maintenance project(s) for LAWA.

ORAT encompasses a full range of delivery elements that includes early stakeholder engagement, comprehensive familiarization and training, integrated operational trials, mobilization and move support, and post-opening support. The objective of the ORAT, in simple terms, is to be able to operate a new facility or project on an opening day as if it has been in operation for years. ORAT anticipates every situation or emergency that may arise after the Consultant is gone and helps keep the operators and airport owners prepared.

ORAT works on a parallel path with the project management and construction management teams to ensure that:

- Processes and procedures have been established and tested/trialed
- Operational risks and issues have been identified and addressed
- Diverse range of new/renovated facilities, equipment, and systems have been tested, tried and are ready for operation by the stakeholders/end-users
- All stakeholders/end-users have been appropriately familiarized and trained, to include operations and maintenance (“O&M”) training on equipment and systems, as well as on-the-job training and familiarization with work environs.

II. Optional Scope 1 - Quality and Safety Services

The Contracted Firm shall provide specialty services to support project-related compliance functions such as quality assurance and control, construction inspection, safety, and materials testing support services.

Staff augmentation shall be requested on an as needed basis, with minimal advanced notice. There may be occasional requests from LAWA related to construction inspection and testing services, **of an urgent nature, that may be made with 12- to 24-hour notice.** Contracted firms and their personnel must be experienced and qualified to perform Quality and Safety Services commensurate with large-scale and fast paced capital improvement program.

Requests for staff augmentation may require that services be performed during night, weekend, and holiday work shifts, including but not limited to urgent services requested with very short advance notification.

Staff augmentation services may require modified shift schedules as the work dictates i.e. Swing, graveyard, weekends, etc., the ability to walk several miles during the shift, use of stairs, ladders, scaffolding, crawling, the ability to set priorities, the ability to make decisions and work effectively with

minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.

The Contracted Firm must ensure adherence to shift provisions, holiday provisions and general prevailing wage determinations made by the Director of Industrial Relations, pursuant to the California Labor Code. The Contracted Firm shall be able to support all areas of the base scope services.

A. Quality Assurance

Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. Assists with the preparation and implementation of changes and/or updates to the Design and Construction Handbook and Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed.

B. Safety Management

Assist the Quality Assurance and Construction Inspection Division (QACID) to continue to advance LAWA's Construction Safety Program. Work with contractors, Project Specialty Staff and Materials Testing Services Management Teams, and others to:

- 1) Ensure LAWAs requirements and the approved safety plans are adhered to
- 2) Meet the requirements of the contract documents with regard to safety and security requirements
- 3) Monitor and document all night work. Provide additional oversight and supervision to augment LAWA
- 4) Report all required safety information and document all activities per LAWA guidelines
- 5) Utilize LAWA technology tools, systems, forms and templates
- 6) Assist LAWA in the administration of the following tasks:
 - a) Establish, implement, and maintain an effective Injury Illness Prevention Plan
 - i. On site staff will be briefed and have ready access to the document
 - b) Establish, implement, and maintain an effective emergency response plan.
 - i. All on-site staff shall have readily available access to the document.
 - ii. All on-site staff shall be briefed on specific actions to be taken when they sustain an injury.
 - c) Provide appropriate training and personal protective equipment (PPE) for the specific work taking place.
 - i. All on-site field staff shall have completed 10 hour Cal OSHA construction class within the last 4 years.
 - ii. All field supervisory staff (including all inspectors) shall have completed a 30 hour Cal OSHA construction class within the last 4 years.
 - iii. All electrical disciplines shall have completed NFPA 70e training from an accredited institution within the last 4 years.
 - iv. At least 1 out of every 5 field staff provided shall have and maintain CPR certification.
 - v. At least 1 out of every 10 office staff provided shall have and maintain CPR certification.

- vi. Provide documentation that employees are trained and authorized to perform work in the following areas for each employee performing work in those areas.
 - A. Confined spaces
 - B. On or near energized parts
 - C. On or near excavations
 - D. On or near leading edge work or any work requiring the dawning of fall protection
 - E. Any work identified by the employer, LAWA, or Cal OSHA requiring additional or specific training to perform the work.
- vii. Provide PPE for any activity requiring PPE beyond that which LAWA is providing.
- d) Provide initial and periodic inspections to identify and evaluate workplace hazards at worksites.
 - i. Correct and or report unsafe conditions to LAWA supervision.
 - ii. Do not allow employees to work in unsafe conditions.
- e) Cal OSHA injury reporting and recording will be performed by the primary employer.
- f) Provide workplace postings where LAWA employees are not assigned.
- g) Ensure staff is attending safety meetings as required by Cal OSHA

C. Specialty Inspection

Assist LAWA's QACID in engaging and communicating effectively with Contractors, engineers, architects, and project management staff to ensure compliance with all applicable City, State, Federal, and other regulatory agency requirements. Perform specialty inspection services to include:

i. Deputy Building Inspection (Special Inspector)

Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings to verify compliance with the contract documents. Must possess a valid Los Angeles City Department of Building and Safety (LADBS) license issued by the jurisdiction for the scope of work being inspected as follows:

- Reinforced concrete
- Reinforced masonry
- Structural Steel and Welding
- Prestressed Concrete
- Controlled activities
- Sprayed Applied Fireproofing
- Drilled-in-Anchors
- Shotcrete on Soils/Grading
- Seismic Resistance

ii. Mechanical, Electrical, and/or Plumbing (MEP) Inspection

Hold extensive knowledge in Mechanical, Electrical, and/or Plumbing inspection. Personnel must be trained in NFPE-70E standards. Completion of training must have been achieved within the last 3 years. Inspectors must be able to satisfy at least one of the following criteria:

- Electrical/IT inspection - Read and interpret contract documents, electrical codes, applicable standards to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction with regard to various systems including low voltage systems, fire/life safety systems, and information technology;
- Mechanical inspection for installation of plumbing, heating, air conditioning and refrigeration installations; diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship.
- Plumbing inspection for installation of plumbing installations; plumbing systems including domestic water and sewage systems; and fire sprinkler pipe installations.

iii. Construction Inspection

Inspect construction of a wide variety of airport improvements, renovations, and utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work. Provide construction inspection support to include:

- Document daily progress of the work
- Prepare monthly progress payment request
- Track various changes
- Verify time and material work
- Measure and document job quantities

iv. Shop Fabrication Inspection

Perform in-process fabrication inspections of products associated with building and/or airfield construction projects. Apply thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, Specialty Staff and Materials Testing Services Page mechanical equipment, architectural metals and specialized fabrications to ensure quality of product to comply with technical specifications. Certifications such as CWI and NDT are highly desired and may be required for certain assignments.

v. Material Testing

The Contracted firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

- Aggregate Tests under ASTM
- Asphalt
- Emulsions
- Reinforcing Steel/PT Cable
- Concrete

- Concrete (related materials)
- Shotcrete
- Flexural Beam Specimens testing
- Masonry (related materials)
- Grout (masonry related)
- Grout (dry pack cubes)
- Prisms (masonry)
- Fireproofing (all methods)
- Steel (Weld Quals, Weld Procedures)
- Reinforce Steel (Weld – Tensile Bend)

The Contracted Firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project and employ Civil Engineers, per City of Los Angeles Building Code and the California Building Code, to supervise laboratory tests and deputy inspectors. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

vi. Reporting

The scope of services includes California Licensed Registered Civil Engineer to provide:

1. Written Welding Procedure Specification (WPS) reviews. (L.A. City-AWS)
2. Written Concrete Mix Design reviews. (L.A. City)
3. Written Welder Qualifications. (L.A. City-AWS)
4. Written Weld Qualification Reports. (L.A. City-AWS)
5. Shotcrete Nozzleman Certification Reports
6. Shotcrete Core Result Report

vii. Geotechnical Services

All services below shall be provided as required for the project including geotechnical engineering, observations and related testing as required for the project. Note this scope may be removed and given to another firm.

1. Provide Registered City of Los Angeles Special Deputy Grading Inspectors as requested.
2. Qualify, submit paperwork and take over as Geotechnical Engineer of record with the City of Los Angeles as needed.
3. Provide Asphalt Testing Technicians approved (if needed) by the City of Los Angeles.
4. Provide a California Professional Civil Engineer as needed.
5. Provide a California Professional Geotechnical Engineer as needed.
6. All Soils Related Testing under ASTM
7. All Aggregate Related Tests under ASTM
8. Asphalt Tests as required by FAA specs.
9. Emulsion Tests
10. Geotechnical Borings and investigations.
11. Provide Geotechnical reports acceptable to the City of Los Angeles Grading Dept as needed

viii. Training

- Prepare training materials to support training program

- Lead and implement areas of the training program
- Participate in working groups to support training and the safety program
- Provide subject matter expertise

ix. Other Activities

Perform other services to support project delivery, safety, quality assurance, inspection to include contractor/vendor escorting, equipment/vehicle inspections.

III. Optional Scope 2: Inclusivity, Workforce, and Economic Impact Support Services for the CIP

LAWA is committed to the economic interests of the City of Los Angeles and the communities impacted by LAWA's projects and activities. LAWA's core values of diversity and inclusion are expected commitments on all LAWA projects to ensure that all firms engage in professional collaboration to maximize the community benefit while performing project work, and that collectively we capitalize on market opportunities to create sustainable contributions to our local economy. The market demand for competitive qualified firms and skilled workers reinforces the need to maximize the growth and success of XBE firms and to cultivate a local, skilled workforce to support LAWA's capital improvement program.

Consultant Firm shall provide specialty services and/or staffing resources to assist LAWA develop and implement a comprehensive and robust program to maximize inclusivity of small, local, and disadvantaged businesses; and fair and equitable distribution of economic benefits to the local and affected communities surrounding the airport for LAWA CIP.

Scope of work will be defined through issuance of specific task orders and may include the following services:

- Inclusivity Performance Monitoring
- Business Enterprise & Prompt Payment Monitoring
- Workforce Development Monitoring and Program Implementation
- Business Engagement and Program Implementation
- Economic Impact Analysis & Reporting
- Procurement Coordination
- Labor Compliance
- Compliance Tools (B2GNow and LCPTracker)
- Strategic Industry Engagement Forums and Roundtables
- Community Outreach
- Mentorship & Apprenticeship Support
- Training
- Bonding & Insurance Assistance
- Compliance with Federal Guidelines

Project Labor Agreement (PLA) Administration & HireLAX Apprenticeship Readiness Program Administration

In 1999, LAWA implemented a Project Labor Agreement (PLA) and amended it in 2020 to cover all Capital Improvement Program projects. The PLA ensures no work stoppages or slowdowns in project work, provides access to skilled labor and grievance procedure, established 30% local worker hiring goal and provides access to union apprenticeship, established Workforce Development System (HireLAX Program), and encourages contracting with diverse small businesses.

The HireLAX Apprenticeship Readiness Program (HireLAX ARP) provides 8-weeks of training to prepare local residents for a quality career in construction through union apprenticeship. The

HireLAX ARP uses the National Building Trades Unions' Multi-Craft Core Curriculum (MC3) to provide a standard introduction to construction fundamentals, blueprint reading, safety training, construction math fundamentals and history of labor unions. HireLAX ARP also provides physical fitness and conditioning, employment preparation, case management, life skills training, and ongoing retention and graduate support. Four training cohorts are conducted annually.

Consultant Firm shall provide specialty services and/or staffing resources to manage and execute ongoing PLA administration services for all CIP projects and manage the ongoing implementation of the HireLAX ARP, while maintaining partnerships with the LA/OC Building Trades, City and County of Los Angeles.

IV. Optional Scope 3: Specialty Services

The Contracted Firm/s will be required to provide LAWA with a variety of specialty services, on an as-needed basis, to support LAWA's Capital Improvement Program and other key initiatives funded through the operating budget. Examples include, but are not limited to:

A. Communications and Public Education – to include media buys, media relations and messaging campaigns to highlight the transformation of LAWA's airports and infrastructure. Scope of work will be defined through issuance of specific task orders and may include the following services:

1. Multi-channel marketing and communications campaigns, including social media campaigns, focused on capital improvements transforming LAX (Campaigns to include development of creative content, advertising buys, and unique video, designed to educate, and inform the traveling public in Southern California and our target cities in other states and countries about the transformation happening at LAX and begin to create behavioral change).
2. Creative consulting, collateral development, advertising, public opinion research, consultant engagement.
3. Community-focused outreach and events for LAWA's capital improvement program.
4. Direct to customer marketing program
5. Brand Research
6. Social media and marketing strategies
7. Video and film production
8. Photography
9. Website design/development
10. Asset creation as LAX's transformation continues to evolve including but not limited to renderings, illustrations, 3D animations, advertising art and architectural visualizations
11. Marketing materials including giveaways in support of LAX capital improvement projects
12. Under the supervision of TDG and Airport Affairs, plan and execute events for various LAX capital improvement projects

B. ADA Expertise and Compliance Monitoring – providing expertise to ensure accessibility and compliance with American with Disabilities Act requirements. Will serve on an as-needed basis to provide expert analysis and document LAWA compliance with ADA requirements, will also identify non-compliant concerns or areas in which accessibility could

be improved and provide detailed guidance on the corrective action required and options available to LAWA, will take a lead role in developing a Self-Evaluation and Transition Plan for LAWA as required under Title II of the ADA.

1. Responsibilities include, but are not limited to, conducting site visits of LAWA facilities and focus on ADA compliance and accessibility.
2. Verify whether or not various facilities and equipment are ADA compliant.
3. Prepare recommendations on making LAWA facilities more accessible.
4. Familiarization with and ability to prepare a Self-Evaluation and Transition Plan that is in compliance with FAA requirements and Title II of the ADA.
5. Provides expert guidance to LAWA's ADA Coordinator on best practices.
6. Attend project meetings to identify potential ADA issues prior to or during design and/or construction.
7. Observe individuals with disabilities and note if they are having any difficulty in navigating or using LAWA facilities.

C. Commercial and Property Development – to include Right of Way acquisitions, preparation of Tract Maps, assisting in the development of airline and tenant leasing strategies.

D. Advisory Support – developing project delivery strategies, Public-Private-Partnerships, PDAs, contracting strategies and standardization, technical writing, etc.

E. Performance Management – to include Strategic Planning, KPIs, metrics, dashboards, reporting, industry best practices, lessons learned, market analysis, etc.

F. Studies and Assessments (non-capital) - to assist LAWA in responding to a variety of technical and operational matters including equipment performance, space planning, airport accessibility, etc.

G. Other LAWA Initiatives



EXHIBIT 4: SOQ EXTRACTS



10.18.2023

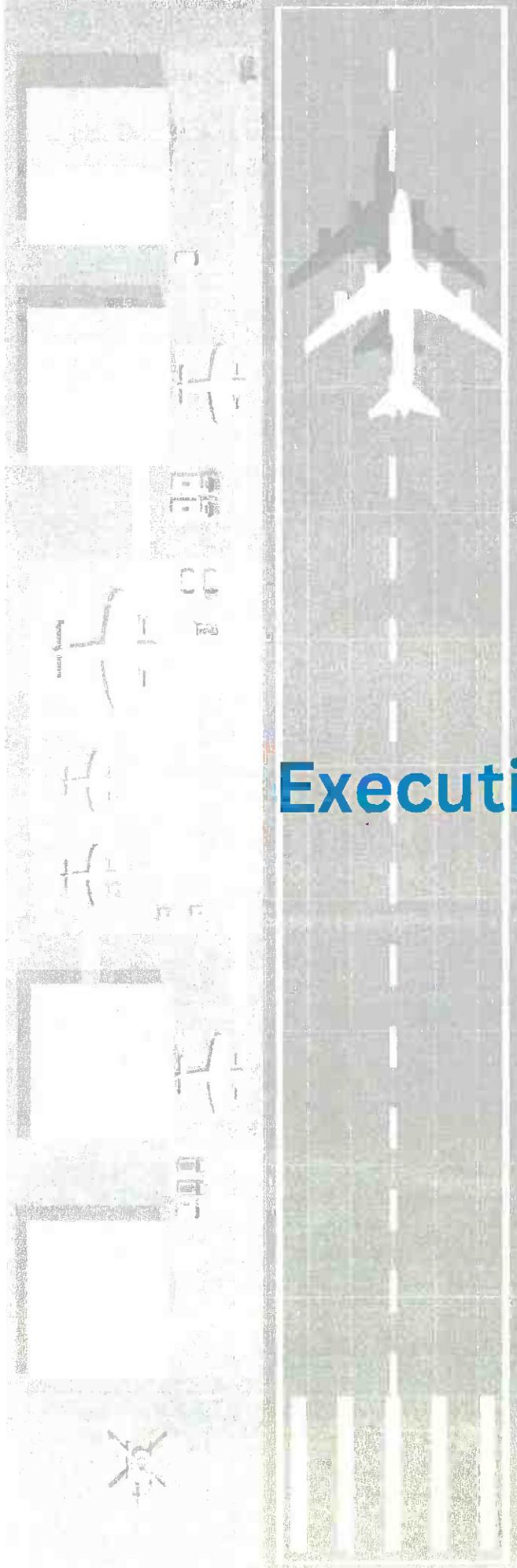
REVISED

Multiple Award Task Order Contract for Program Services



Los Angeles World Airport
1 World Way, Los Angeles, 90045
Attention: Amy Imamura,
The Development Group

Executive Summary



As Los Angeles World Airport (LAWA) throttles up its \$30 billion Capital Improvement Program (CIP) to transform the Los Angeles International Airport (LAX) into a world-class sky-high hub of excellence, a beacon of local economic growth, and a model community partner, **C²PM**, in collaboration with our 25 exclusive subconsultants, collectively known as LAX Partners (LAXP) are fully prepared to partner with LAWA’s The Development Group (TDG) as a wing extension of this fast-moving widebody frame.

Our strategic partnering alliance is designed to be among one of the best-selected teams for LAWA’s Program Services Multiple Award Task Order Contract (MATOC). As a technically capable Disadvantaged, Small, Local, Women, and Minority Business Enterprise, we bring both local talent and international expertise to the Apron. Our primary goal is to support and amplify LAWA’s strategic vision set forth by the Board of Airport Commissioners (BOAC). This includes fostering economic growth, developing cutting-edge facilities, shaping the future workforce, enhancing guest experiences, strengthening financial stability, and prioritizing safety and security.

KEY HIGHLIGHTS

- ✓ **Global Aviation Expertise, Local Talent Presence:** LAXP, with its *17 local XBEs and 8 large national/international partners*, is a viable team to complement LAWA’s TDG project needs. LAXP not only exceeds the XBE goals, but also offers a comprehensive range of expertise in *Airports, Federal Aviation Administration (FAA), and Transportation Security Administration (TSA), Terminals, Transportation, and Cargo*. Our proficiency spans various technical areas, including Program Management, Construction Management, Project Controls, Operational Readiness and Airport Transfer (ORAT), Quality, Safety, Inclusivity, Workforce and Economic Impact, and Specialty Services.
- ✓ **Leadership Excellence:** LAXP’s proposed leadership team is *an all-women trio with hands-on LAWA experience. Led by Rowena Altaha, Principal-In-Charge, Joyce Sloss, Economic Impact Team Manager, and Madeline Vaughan, Safety Program Manager*—LAXP embodies unmatched LAWA expertise, adaptability, nimbleness, and agility in meeting the RFQ requirements.
- ✓ **Unparalleled Airport Experience:** The majority of our 17 local XBE partners have extensive experience with airports including *Los Angeles, San Francisco, San Diego, and Oakland International Airport*. Our 8 large national/international partners bring a global airport perspective, having worked on projects at *New York, Chicago, Massachusetts, Charlotte, Texas, Colorado, Qatar, Mumbai, Ireland, Netherland, United Kingdom, Australia, and New Zealand International Airports*.
- ✓ **Meeting the Minimum Qualifications:** With a core team of three key staff members and a reservoir of over *400 licensed and certified professionals*, LAXP has extensive experience in both national and international airport projects, encompassing the entire base scope. Additionally, LAXP can cover optional scope categories 1 and 2 in their entirety and 95% of optional scope category 3.



XBE Composition of the LAXP Team



Rowena Altaha, CSLB-A
Principal-In-Charge
C2PM
Base Scope Lead



Madeline Vaughan, SMS, CHST, STS, STSC, CSP
Safety Program Manager
C2PM
Optional Scope 1 Lead



Joyce Sloss
Economic Impact Team Manager
SCA Strategic
Optional Scope 2 Lead

2.4 APPROACH TO SERVICES

2.4.1 From General Contractor to Program Manager

In the ever-evolving world of construction, each project is a testament to vision, dedication, and expertise. C²PM's journey began in 1997, rooted in General Engineering Contracting, and has since ascended to the forefront of Program Services for projects in California, Washington, and New York.

Our foundation in general contracting wasn't just about overseeing projects. We immersed ourselves in every detail, from initial planning to final commissioning. This hands-on experience sharpened our understanding of best practices, honed our ability to foresee risks, proactively address challenges, emphasized the importance of field safety, and refined our coordination skills with all stakeholders. C²PM's vast experience has taught us to adeptly balance the trio construction pillars of *schedule*, *budget*, and *quality*, always anticipating challenges and crafting solutions.

As C²PM pivoted to Program Services, our general contracting roots fortified our approach with a unique vantage point. This vantage point enabled us to manage projects while fully understanding the contractor's processes, foreseeing and pricing risks, and delivering workable solutions with meticulous attention to detail.

Today, C²PM is proud to serve esteemed public agencies including *Los Angeles County Metropolitan Transportation Authority (LA Metro)*, *Bay Area Rapid Transit (BART)*, *City of Los Angeles*, *County of Los Angeles*, *California Department of Transportation (Caltrans)*, *San Francisco County Transportation Authority (SFCTA)*, *Metropolitan Water District of Southern California (MWD)*, and *San Diego Association of Governors (SANDAG)*, to name a few.

C²PM's portfolio also boasts collaborations with major airports including *Oakland International*, *Los Angeles International*, and *New York LaGuardia*.

Our partnership with LAWA began in 2007, starting with Project Controls for the On-Call Project Controls and Construction of the Central Utilities Plant and then evolved into Program Services. Over the years, C²PM has been integral to LAWA's projects such as the *Midfield Satellite Concourse (MSC)*, *Automated People Mover (APM)*, *Intermodal Transportation Facility (ITF)*, *Terminals 1-6 (Delta, Southwest, American, Alaska, and United)*, *Tom Bradley International Terminal (TBIT)* and *Central Utility Plant (CUP)*. This longstanding association with LAWA has equipped us with a deep understanding of the Terminal Development Group (TDG) 2019-2020 CIP.

Over the years, C²PM has successfully worked on mega projects nationwide, encompassing a range of *Alternative Delivery (ADM) including Design-Build (D-B)*, *Progressive Design-Build (PDB)*, *Design-Bid-Build (D-B-B)*, *Design-Build-Operate-Maintain (D-B-O-M)*, *Construction-Manager-At-Risk (CMAR)*, *Project Development Agreement (PDA)*, and *Public-Private-Partnership (P3)*. The latest tool, PDB, provides us with a distinct advantage as we grasp delivery methods from diverse perspectives: Owner, Project Manager, Construction Manager, Designer, and Contractor.



At C²PM, our commitment remains unwavering: to foster and strengthen collaborative relationships with all LAWA staff and stakeholders.

LETTER OF REFERENCE

"C2PM staff are very professional and respectful when it comes to working with both office and field personnel. Operations and maintenance personnel have given me positive feedback regarding working with them. They are cognizant of the time and resources available to them and judiciously utilize them to maximize the quality of their delivery."

-Edward Moore
Principal Engineer
Bay Area Rapid Transit District



Table 2.4.1-A: Recent C2PM Program, Project, and Construction Management Services Nationwide

PROGRAM / PROJECT	COMPLETION DATE / PROJECT VALUE	DELIVERY METHOD	PROGRAM / PROJECT MANAGEMENT	CONSTRUCTION MANAGEMENT	CAPITAL IMPROVEMENT	STAFF AUGMENTATION
LAX Automated People Mover	Ongoing; \$5B	P3		●	●	
LAX On-Call Specialty Inspection and Materials Testing	2020; \$15B			●	●	●
OAK North Field Runway Safety Area (RSA) Improvement	2016; \$43M	D-B		●		
LAX Central Utility Plant	2014; \$724M	D-B		●		
OAK Runway 11-29 Rehabilitation Overlay	2014; \$20M			●		
OAK Remain Overnight (RON)	2014; \$15M			●		
LGA Terminal B Development	2016; \$2.8B	P3	●	●	●	●
City of LA On-Call Sewer Maintenance Engineering, Project Management, and Inspection	Ongoing; \$25M		●		●	●
City of LA On-Call Project Management and Related Services for Project Management Division III	Ongoing; \$25M		●		●	●
City of LA On-Call Engineering Design and Support Services for Project Management Division III	Ongoing; \$50M		●		●	●
City of LA On-Call Engineering and Construction Management	2014; \$10M		●		●	●
City of LA On-Call Bridge Improvement Program	Ongoing; \$10M		●		●	●
LA Metro On-Program Management for CIP	Ongoing; 60M		●	●	●	●
LA Metro Expo Line Phase II	2016; \$1.5B	D-B		●		
LA Metro Sustainability Program	2020; \$16M		●		●	●
LA Metro I-405 Sepulveda Pass Widening	2017; \$2B	D-B		●		●
LA Metro Regional Connector Transit Corridor	2018; \$927M	D-B		●		
LA Metro I-105 Express Lanes Roadside System	Ongoing; \$66M	D-B-D-M	●			●
LA Metro Westside Purple Line Phase I	2018; \$1.6B	D-B		●		
LA Metro Crenshaw/LAX Transit Corridor	2019; \$2.1B	D-B		●		
Caltrans I-405 Improvements	2017 – Ongoing	D-B		●		●
Caltrans Bridge Program – SFOBB and West Approach	2007; \$290M			●		●
LACCD District Wide MATOC Services	2019; \$15M		●	●	●	●
LAUSD Construction Management Services	2021; \$15M			●	●	●
MWD Pure Water Program	Ongoing; \$25M		●		●	●
OCTA Anaheim Regional Transportation Intermodal Center	2016; \$185M	D-B-B	●	●		
OCTA SR-22 Access Improvements	2015; \$700M	D-B		●		
POLB On-Call Construction Management	Ongoing; \$3M			●		●
POLA On-Call Construction Management	2014; \$3M			●		●
RCTC On-Call Construction for the Construction of Commuter Rail Station Capital Improvement Projects	Ongoing; \$18M			●	●	●
SANDAG PMC Services for San Dieguito Double Track On-Call Construction Management	Ongoing; \$50M		●		●	●
SANDAG On-Call Professional Construction Management Services	Ongoing; \$300M			●	●	●
AC Transit On-Call Project and Construction Management	2016 – Ongoing; \$6M		●	●		●
BART Berryessa Extension Phase I	2015; \$772M	D-B		●	●	●
BART On-Call Program Management	Ongoing; \$6M		●			●
SFCTA On-Call Project Management and Engineering	Ongoing; \$10M		●			●
SFCTA Presidio Parkway Phase I Replacement	2010; \$1B	D-B-B	●			●
SFPUC Calaveras Dam Replacement	2019; \$823M	D-B-B		●		●
SFPUC Hetch Hetchy Water System Improvement Program	2016; \$4.8B		●	●	●	●
WSDOT SR-99 Alaskan Way Viaduct Tunnel	2013; \$1.6B	D-B	●	●		●

2.4.2 Experience and Expertise

2.4.2.A Ability to Work on an Active International Airport and Construction Site

C²PM's proven expertise in navigating the complexities of an active and operational international airport environment extends beyond just one project. A prime example is the **Oakland International Airport Main Runway Asphalt Concrete (AC) Rehabilitation Project**.

C²PM contributed to managing the placement of 105k tons of AC in just 3.5 days, finishing 1.5 days ahead of the approved schedule.



This achievement was due to thorough planning, risk assessments, management, advance dry runs, stage planning, 24-hour management and inspection operations, and efficient use of resources. The project's success, which enhanced airport revenue and air traffic safety, was featured on CNN and other major news outlets.

Another example is the **\$6B San Francisco Bay Bridge and Elevated Structural Approach Replacement Project**, executed without disrupting the daily flow of 375k vehicles entering



San Francisco every day. Another example is the **\$1.5B New York Department of Environmental Protection Ultraviolet (UV) Water Treatment Plant Expansion**. Work was successfully completed while ensuring uninterrupted water supply to the New York metropolitan area.

2.4.2.B LAXP National/International Experience

The graphic below illustrates LAXP's airport experience worldwide. LAXP's journey across continents enriches us with diverse perspectives and positions us as a strong contender for LAWA's Program Services. This global reach reflects LAXP's adaptability, problem-solving abilities, and in-depth knowledge. It also signifies our commitment to bringing innovative ideas and best practices to LAWA.



2.4.2.C Ability to Work in an Integrated Team

C²PM's expertise in working within integrated teams is best exemplified by our involvement in the **LA Metro On-Call Program Management and Engineering Support for Transit Infrastructure Maintenance CIP** contract. Rowena Altaha, LAXP's Principal-In-Charge (PIC), seamlessly integrated with the LA Metro's staff. She led C²PM's Program Management team, ensuring a seamless and harmonious collaboration between C²PM staff and LA Metro's team for the duration of the contract. Rowena's significant contributions to LA Metro's CIP and State-of-Good-Repair (SGR) projects stand out, especially considering they were flawlessly executed amidst active rail operations servicing all of Los Angeles County. Her role embodies LAWA TDG's vision for the execution of these MATOC Program Services contracts.



Furthermore, C²PM's experience in ADM is evident in our collaboration within a combined team environment having worked with *Parsons on the \$1.6B LA Metro Purple Line Phase I D-B, with HNTB on the \$2B I-405 LA Metro Sepulveda Pass Widening D-B, and with STP JV on the \$1.6B WSDOT Alaskan Way Viaduct Tunnel D-B*, to name a few. These partnerships symbolize C²PM's ability to work in a seamless integrated team environment, striving collectively towards project successful completion. This collaboration reflects what LAWA TDG envisions for the execution of these MATOC Program Services contracts.

2.4.2.D Proven Expertise in Delivering On-Call Support for CIPs of Similar Size

C²PM has a proven track record and expertise in delivering similar On-Call support to over 70 public agencies. Our staff collaborates in cohesive teams comprising owners, subconsultants, designers, and contractors. Roles are designated based on individual expertise, and staffing adapts to evolving program needs.

A testament to our track record includes C²PM deploying a team of 11 inspectors across various



LAWA Terminals

- T817, T1 Southwest, T2 Delta Renovation, T3 Delta Renovation, T4 American Vertical Circulation Core, T5 American Modernization, T5 Alaska Modernization, T7 United, Midfield Satellite Concourse (MSC) North

In every assignment, our aviation experts consistently demonstrate their dedication by swiftly collaborating with airport staff, stakeholders, and fellow consultants. This collaboration ensures the necessary harmony to deliver services punctually, within budget, and in alignment with all stakeholders' objectives. With each task, we apply our tried-and-true methods and tools to consistently evaluate both program and project outcomes. By monitoring leading and

lagging performance indicators, we facilitate timely and informed decision-making, guaranteeing successful results.

2.4.2.E Proven Experience in Meeting Deadlines

C²PM's extensive experience in Program Services has solidified our commitment to ensuring the timely delivery of LAWA's CIP. A notable instance of our dedication to meeting client deadlines occurred when



BART Transbay Tube Retrofit

- C2PM key staff leading all night works between midnight & 4am.
- Construction Management & Inspection during active & confined Rail operation
- Revenue services and Safety never compromised.

managing the *BART Submerged Transbay Tube Seismic Retrofit Project* connecting San Francisco to Oakland. Here, C²PM's key staff played a pivotal role in devising innovative engineering solutions, particularly during the construction phase, where the need for rapid problem-solving was paramount working without as-built plans, in a confined underwater structure and with a limited window to work between 12 and 4 AM while ensuring revenue service and safety never effected for 4 years straight. C²PM's proactive approach minimized delays, enhanced construction productivity, and ensured that the project remained on schedule without interruptions.

Another illustrative case is C²PM's contribution to the *Port of Los Angeles Berth 144-145 Backland Fully Automated Rail Yard Project*, the first of its kind on the West Coast. Challenges began from



POLA Fully Automated Yard

- C2PM key staff leading all Construction Management & Inspection during active Port yards operation.
- Primary Stakeholders: Port Shipping tenants.

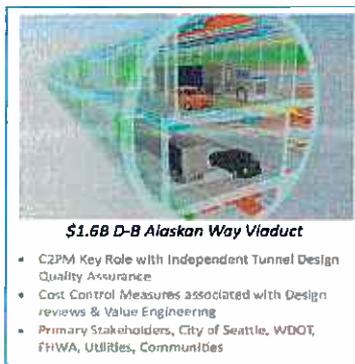
inception, including coordinating tenant relocations, resolving massive utility conflicts that arose during underground work,

maintaining precise surveying standards for the rail yard configuration, managing dynamic revisions, redesigning power and mechanical equipment during construction, addressing environmental compliance for Contractor's Tier 4 equipment, handling contaminated soils (unforeseen conditions), and navigating schedule conflicts with external agencies like the Department of Water and Power (DWP).

2.4.2.F Proven Experience Staying on Budget

C²PM's primary commitment is to ensure our clients projects adhere to their program budgets. Drawing upon our extensive experience, we understand the pivotal budgeting activities that make this possible. It begins with establishing a definitive program scope definition and estimating a budget based on this initial scope assessment. During this phase, we prioritize the development of a comprehensive risk management plan, factoring in potential cost and schedule impacts from identified risks into the budget and schedule.

For the **\$1.6B WSDOT Alaskan Way⁶ Viaduct Tunnel D-B Project**, C²PM implemented a reporting system for our designers, requiring



monthly reporting on all out-of-scope work and associated time/cost impacts before commencing design work. C²PM also established a change authorization process for added scope before design authorization, eliminating errors in bid packages and the need for costly rework during the construction phase.

Considering the current world and local economic situation marked with high inflation and supply chain challenges, C²PM has identified cost overruns as one of the highest risks in any of today's construction programs. These overruns

can be attributed to various factors, including *estimating errors, delivery delays, scope creep, productivity issues, unforeseen conditions, and flawed contracting approaches.*



To actively mitigate these risks, we have to analyze the details in order to implement effective measures. Estimating errors, accounting for a significant portion of cost overruns, are addressed through robust cost control measures, including trending, monitoring, tracking, detailed work breakdown structure (WSB) schedules, and contingency planning. By comparing current market conditions to historical data, we bridge the gap to realistic estimates. A comprehensive Project Controls system, integrating WSB schedules, Document Controls, and Cost Controls, serves as the central brain of the project, providing real-time detailed reports.

Progressive-Design-Build (PDB) or Construction Management/General Construction (CM/GC) and other ADMs are another tool in our toolbox, fostering early collaboration between designers and contractors to enhance construction efficiency and identify design errors and cost reductions. PDB is currently proposed for LAWA's Terminal 9 and has five advantages to implement:

- ✓ One Contract – One entity to hold accountable
- ✓ Owner control of the budget
- ✓ Flexibility and collaboration throughout design phase
- ✓ Faster decision making – both in design and construction phases
- ✓ High quality outcome

TABLE 2.A TEAM RELEVANT PROJECT EXPERIENCE SUMMARY

This table presents an overview of our team's expertise in aviation and active airport environments. It highlights our team's proficiency in alternative delivery methods, extensive involvement in large-scale capital improvement programs, on-call project and construction management, staff augmentation, and other areas directly pertinent to the LAWA's CIP. Each entry in the table is a testament to our subconsultants' capabilities and alignment with the specific scope of work required to successfully complete LAWA's CIP. By showcasing the diverse project experience our teaming partners bring, we aim to demonstrate our collective readiness and commitment to meet and exceed the expectations for LAWA's upcoming initiatives.

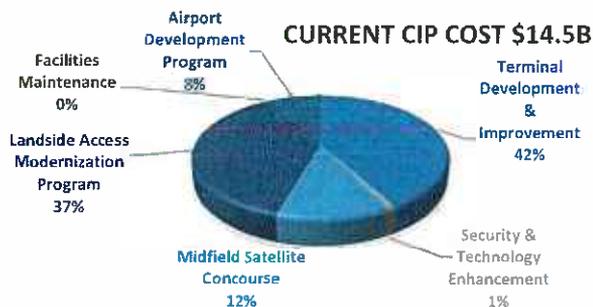
RELEVANCE	SELECT REPRESENTATIVE PROJECT EXPERIENCE			
AVIATION & ACTIVE AIRPORT ENVIRONMENT Active Airports Terminals Airside Landside Utilities Cargo	LAX Terminals 2 & 3 (\$1.86B) ● LAX Tom Bradley International Terminal Renovation (\$1.7B) ● LAX Midfield Satellite Concourse (\$1.6B, D-B) ●●● LAX Terminal 6 Redevelopment (\$230M, D-B) ●●● LAX Cargo Modernization Program (\$5B, PDA) ●●●●● LAX Automated People Mover (\$4.5B, P3) ●●●●● LAX Consolidated Rent-A-Car Facility (\$2B, DBDM) ●● LAX Baggage Screening Facility (\$1.4M) ● LAX Central Utility Plant (\$438M, D-B) ●● LAX Bradley International Terminal Renovation, Aprons, and Concourse Demolition (\$2.1B, CMAR) ●●● LAX Terminal Vertical Cores (\$490M, D-B) ● LAX Delta Sky Way Program (\$2B) ● LAX International Airport Air France Lounge (\$1.3M) ● LAX Westfield Terminal 2 (\$56M, CMAR) ●	LAX Terminal Master Development Program (\$4.4B) ● LAX Modernization Program (\$14B) ●●●●● LAX Landside Access Modernization Program (\$5.5B) LAX Theme Building Renovation Project (\$12.3M) ● LGB Terminal Area Improvement Program (\$110M) SNA Terminal C Parking Structure (\$48.5, D-B) ● SNA Terminal A and B Renovations (\$104M, D-B) ● SDCRAA Terminal 2 Expansion (\$865M, D-B) ●●●●● SDCRAA Capital Expansion Program (\$1.2B) ●●●●● SDCRAA Runway Rehabilitation (\$13.3M) ●●● SDCRAA New Terminal (\$2.265B) BUR New Passenger Replacement Terminal (\$1.1B, D-B) ●●●●● BUR Intermodal Transportation Center (\$112M, D-B-B) ●● SFO South Field Tenant Relocation (\$24.2M, CMGC) ● SFO Terminal 1 Redevelopment Program (\$2.4B) ●	SFO Tenant Improvements: Cargo Buildings 900 and 944 (\$20M, D-B) ● SFO Airport Traffic Control Tower (\$80M, D-B) ● LAS Terminal 3 Expansion Program (\$2.4B) ● ATL Plane Train Tunnel Western Extension (\$331M, D-B) ● BOS Checked Baggage System (\$60M) ● CVG Consolidated Rental Car/Ground Transportation Center (\$175M, CMAR) ● DEN Great Hall Renovation (\$1.3B) ●●● DFW Airport Integrated Operations Center (\$76M) ● EWR Terminal A Redevelopment (\$1.4B, D-B) ●●● FAA Bipartisan Infrastructure Law Airport Improvement Program (\$15B) ● JFK Airport Terminal One (\$9.5B, P3) ● JFK AirTrain (\$1.3B, DBOM) ●	LAD New Airport (\$3.8B, D-B) ● LGA New Terminal A (\$1.41B, D-B) ●●● LGA New Terminal C (\$4B) ● LGA Redevelopment Program (\$8B, P3) ●●●●● MCO Automated People Mover Complex (\$470M) ● MCO Remote Baggage Screening Facility (\$18.4M, D-B) ● MCT New Passenger Terminal Building (\$1.8B) ●● SAT Consolidated Rent-A-Car Facility (\$178M, D-B) ● SEA Consolidated Rental Car Facility (\$420M GC/CM) ● STL Terminal 1 Renovations and Modernization Program (\$150M) ● TUS Apron Reconstruction, Hydrant Fuel & Ground Power Systems Upgrades (\$42M, CMAR) ● YFB New Terminal Support Services Building; Airfield Improvements (\$298M, P3) ●
	LAX Midfield Satellite Concourse (\$1.6B, D-B) ●●●●● LAX Terminal 6 Redevelopment (\$230M, D-B) ●●●●● LAX Cargo Modernization Program (\$5B, PDA) ●●●●● LAX Automated People Mover (\$4.5B, P3) ●●●●● LAX Consolidated Rent-A-Car Facility (\$2B, DBDM) ●● LAX Central Utility Plant (\$438M, D-B) ●●● LAX Bradley International Terminal Renovation, Aprons, and Concourse Demolition (\$2.1B, CMAR) ●●●●● LAX Terminal Vertical Cores (\$490M, D-B) ●● LAX Westfield Terminal 2 (\$56M, CMAR) ●●● SNA Terminal C Parking Structure (\$48.5, D-B) ●● SNA Terminal A and B Renovations (\$104M, D-B) ●● SDCRAA Terminal 2 Expansion (\$865M, D-B) ●●●●● BUR New Passenger Replacement Terminal (\$1.1B, D-B) ●●●●● LAD New Airport (\$3.8B, D-B) ●	BUR Intermodal Transportation Center (\$112M, D-B-B) ●● SFO South Field Tenant Relocation (\$24.2M, CMGC) ● SFO Tenant Improvements: Cargo Buildings 900 and 944 (\$20M, D-B) ● SFO Airport Traffic Control Tower (\$80M, D-B) ● ATL Plane Train Tunnel Western Extension (\$331M, D-B) ● CTA Garfield Gateway Station Renovation (\$43M, D-B) ● CTA Red and Purple Modernization (\$7.1B, D-B) ● CVG Consolidated Rental Car/Ground Transportation Center (\$175M, CMAR) ● EWR Terminal A Redevelopment (\$1.4B, D-B) ●●● JFK Airport Terminal One (\$9.5B, P3) ● JFK AirTrain (\$1.3B, DBOM) ● LAD New Airport (\$3.8B, D-B) ●	LGA New Terminal A (\$1.41B, D-B) ●●● LGA Redevelopment Program (\$8B, P3) ●●●●● MCO Remote Baggage Screening Facility (\$18.4M, D-B) ● ORD New Air Traffic Control Tower (\$41M, D-B) ● SAT Consolidated Rent-A-Car Facility (\$178M, D-B) ● SEA Consolidated Rental Car Facility (\$420M GC/CM) ● TUS Apron Reconstruction; Hydrant Fuel & Ground Power Systems Upgrades (\$42M, CMAR) ● YFB New Terminal Support Services Building; Airfield Improvements (\$298M, P3) ● Anaheim Regional Transportation Intermodal Center (\$185M, D-B-B) ●●● CA High Speed-Rail PM/CM (\$4M, D-B) ● Caltrans I-10 Corridor (\$685M, D-B) ●	Caltrans I-15/SR-91 Express Lanes Connector (\$270M, D-B) ● Caltrans I-405 Improvements (\$1.9B, D-B) ● LACCD Southwest College Student Union (\$101M, CMAR) ● LA Metro Center Street (\$81.5M, D-B) ●● LA Metro Westside Purple Line Extensor (\$3B, D-B) ● LA Metro Regional Transit Corridor (\$927M, D-B) ● LA Metro I-405 Sepulveda Pass Widening (\$1.6B, D-B) ● LA Metro Expo Line \$1.5B (D-B) ●●● MARC Riverside Heavy Maintenance Facility (\$49M, CMAR) ● POLB Gerald Desmond Bridge Replacement (\$1.5B, D-B) ● Saskatchewan Regina Bypass Freeway (\$1.97B, P3 DBFOM) ● SCRWF New Headworks Improvements (\$129M, D-B) ● LADWP Silver Lake Reservoir Complex Replacement (\$300M, CMAR) ●
ALTERNATIVE DELIVERY METHODS Design-Build Design-Build Design-Build-Operate-Maintain Public-Private Partnership Construction Management at-Risk Project Development Agreement	LAX MATDC Entitlement and Environmental Planning ● SDCRAA On-Call Architectural & Engineering ● SDCRAA Capital Expansion Program (\$1.2B) ● SNA On-Call Geol., Mater. Testing and Inspection (\$400M) ● SJC Capital Improvement Program (\$1.3B) ●● AMS Capital Expansion Program (\$1B) ● AUS Redevelopment Program (\$1.5B) ● BOS As-Needed Program Controls and Support (\$2.7B) ● CLT Airport Capital Improvement Program (\$2.5B) ● DFW Capital Improvement Program (\$2.7B) ●● DUB Five Year Capital Investment Program ● GDA Capital Improvement Program (\$2.8B) ● IAH Terminal Redevelopment Program (\$1.3B) ● KEF Major Development Plan (\$1.6B) ●	LGA Redevelopment Program (\$8B, P3) ●●●●● LHR Asset Replacement Program (\$1.2B) ● LHR Expansion Program (\$18.7B) ● MAG Capital Improvement Program (\$538B) ● MAN Transportation Program (\$1.65B) ● RIC Capital Improvement Program (\$7.2M) ● YZ Terminal Enhancement Program (\$250M) ● BART On-Call Program Management (\$3M) ●● Caltrans On-Call Construction Management (\$5M) ●●●●● CDGS On-Call Hazardous Material Investigation, Testing and Monitoring ● City of LA On-Call Bridge Improvement Program (\$10M) ● City of Hermosa On-Call Trans. Plan. and Traf. Eng. ● Columbia Clean Water 2020 Program (\$1B) ●	DWM Capital Improvement Program (\$7B) ● Eversource Capital Improvement Program (\$1B) ● ISTHA On-Call Construction Management Services (\$5M) ● LACCD MATOC Environmental Engineering Services ● LACCD MATOC Staff Augmentation ● LACCD Capital Improvement Program (\$9.6B) ●●● LADPW On-Call Engineering Design and Support Services for Project Mgmt. Division III (\$50M) ● LADPW On-Call Geotech. and Env. Engineering ● LADPW On-Call Project and Construction Management & Other Related Services (\$3.6B) ●●● LA Metro Transit On-Call Program Management and Engineering Support (\$31M) ● LAVC/IACCD Building Renovation Program (\$704M) ●	LBWD Water Treatment Plant Upgrades (\$8.3M) ●● MDC Hartford Clean Water Program \$2B ●● MWD Pure Water Program Support Services (\$100M) ● NMWS Clean Water Abatement Program (\$1.5B) ● PANYNJ Capital Improvement Program (\$3B) ● POLB Capital Improvement Program (\$4.5B) ● POLB On-Call Professional Project Mgmt. Services (\$3M) ●●● SANDAG On-Call Professional and Technical Construction Management Engineering Services (\$30M) ●● SANDAG On-Call Architecture & Engineering (\$30M) ●● Santa Clara Capital Improvement Program (\$11M) ● Sunnyvale Clean Water Program (\$1B) ● SFPUC Hetch Hetchy Water System Improvement Program (\$4.8B) ●
LARGE-CAPITAL IMPROVEMENT PROGRAM, ON-CALL PM/CM, STAFF AUGMENTATION Staff Augmentation Integrated Teams Dynamic Environment	LAX MATDC Entitlement and Environmental Planning ● SDCRAA On-Call Architectural & Engineering ● SDCRAA Capital Expansion Program (\$1.2B) ● SNA On-Call Geol., Mater. Testing and Inspection (\$400M) ● SJC Capital Improvement Program (\$1.3B) ●● AMS Capital Expansion Program (\$1B) ● AUS Redevelopment Program (\$1.5B) ● BOS As-Needed Program Controls and Support (\$2.7B) ● CLT Airport Capital Improvement Program (\$2.5B) ● DFW Capital Improvement Program (\$2.7B) ●● DUB Five Year Capital Investment Program ● GDA Capital Improvement Program (\$2.8B) ● IAH Terminal Redevelopment Program (\$1.3B) ● KEF Major Development Plan (\$1.6B) ●	LGA Redevelopment Program (\$8B, P3) ●●●●● LHR Asset Replacement Program (\$1.2B) ● LHR Expansion Program (\$18.7B) ● MAG Capital Improvement Program (\$538B) ● MAN Transportation Program (\$1.65B) ● RIC Capital Improvement Program (\$7.2M) ● YZ Terminal Enhancement Program (\$250M) ● BART On-Call Program Management (\$3M) ●● Caltrans On-Call Construction Management (\$5M) ●●●●● CDGS On-Call Hazardous Material Investigation, Testing and Monitoring ● City of LA On-Call Bridge Improvement Program (\$10M) ● City of Hermosa On-Call Trans. Plan. and Traf. Eng. ● Columbia Clean Water 2020 Program (\$1B) ●	DWM Capital Improvement Program (\$7B) ● Eversource Capital Improvement Program (\$1B) ● ISTHA On-Call Construction Management Services (\$5M) ● LACCD MATOC Environmental Engineering Services ● LACCD MATOC Staff Augmentation ● LACCD Capital Improvement Program (\$9.6B) ●●● LADPW On-Call Engineering Design and Support Services for Project Mgmt. Division III (\$50M) ● LADPW On-Call Geotech. and Env. Engineering ● LADPW On-Call Project and Construction Management & Other Related Services (\$3.6B) ●●● LA Metro Transit On-Call Program Management and Engineering Support (\$31M) ● LAVC/IACCD Building Renovation Program (\$704M) ●	LBWD Water Treatment Plant Upgrades (\$8.3M) ●● MDC Hartford Clean Water Program \$2B ●● MWD Pure Water Program Support Services (\$100M) ● NMWS Clean Water Abatement Program (\$1.5B) ● PANYNJ Capital Improvement Program (\$3B) ● POLB Capital Improvement Program (\$4.5B) ● POLB On-Call Professional Project Mgmt. Services (\$3M) ●●● SANDAG On-Call Professional and Technical Construction Management Engineering Services (\$30M) ●● SANDAG On-Call Architecture & Engineering (\$30M) ●● Santa Clara Capital Improvement Program (\$11M) ● Sunnyvale Clean Water Program (\$1B) ● SFPUC Hetch Hetchy Water System Improvement Program (\$4.8B) ●

4.1 PROJECT AND PROGRAM MANAGEMENT

LAXP emphasizes clarity in our roles and responsibilities. This section presents our team’s understanding of the services and our delivery approach.

4.1.1 Understanding of Los Angeles World Airport (LAWA) Capital Improvement Program (CIP)

Nestled in the vibrant heart of Southern California, Los Angeles World Airports (LAWA) embodies the region’s vibrant energy and economy. To meet the evolving demands of global travelers, LAWA is advancing CIP to elevate air travel experiences. As a global hub that includes both Los Angeles International Airport (LAX) and Van Nuys Airport (VNY), LAWA has confronted challenges from rising passenger numbers, the impact of COVID, and the need to replace aging facilities. These challenges have underscored the importance of a comprehensive 10-year CIP to transform LAWA infrastructure and deliver a premier passenger experience.



LAWA CIP projects encompass the Automated People Mover (APM), which aims to seamlessly link the Central Terminal Area (CTA) with the Consolidated Rental-A-Car Facilities (CONRAC) and Los Angeles Metro public transportation, thereby alleviating congestion and bolstering mobility. The recently completed CONRAC facility consolidates rental car operations, diminishing CTA congestion, shuttle traffic and promoting better air quality. Ongoing terminal upgrades are set to enhance passenger amenities, streamline Transportation Security Administration (TSA)

security, and upgrade baggage handling systems. The Landside Access Modernization Program (LAMP) is dedicated to refining access to the terminals.

4.1.2 Understanding of the RFQ Scope of Services

4.1.2.A Base Scope

LAXP recognizes the significance of the Base Scope, which includes, but is not limited to the following:

Project Management covers planning, stakeholders’ coordination, budgeting, risk assessment, design management, and execution, ensuring alignment with code standards, budgets, and schedule. **Construction Management** takes after Project Management and supervises construction activities, ensuring alignment with project plans and specifications within schedule and budget. **Project Controls** monitor costs, schedules, and risks, identifying issues proactively. **Operational Readiness Airport Transition (ORAT)** ensures new airport facilities operate seamlessly, emphasizing stakeholder engagement, staff training, and logistical transition.

The Base Scope is the bedrock upon which the success of LAWA’s CIP is built. It’s not just about overseeing tasks; *it’s about a holistic view ensuring the entire project lifecycle, from planning to commissioning*, is executed efficiently, minimizing delays, cost overruns, and quality discrepancies.

4.1.2.B Optional Scope Categories

In our pursuit to deliver unparalleled services, LAXP extends its offerings beyond the foundational scope to encompass specialized categories tailored to the unique demands of LAWA’s CIP. A prime example is our emphasis on **Quality and Safety Services**. Every endeavor LAXP undertakes is calibrated to meet stringent quality benchmarks while prioritizing the safety of staff, passengers, and the broader community.

Equally significant is our dedication to fostering a diverse and inclusive team environment. Our **Inclusivity, Workforce, and Economic Impact Support Services** are not just token gestures but reflect LAXP’s genuine commitment to amplifying underrepresented entities. This approach not only enriches our work culture but also stimulates economic vitality in the nearby communities we serve.

Moreover, understanding that projects often present distinct challenges, we’ve curated a suite of **Specialty Services**. Be it nuanced environmental considerations or the integration of cutting-edge Artificial Intelligence (AI) technology, these services ensure we’re equipped to address every specific demand with adeptness.

In essence, LAXP’s holistic grasp of both foundational and specialized service categories underscores our dedication to serve LAWA’s The Development Group (TDG) needs in delivering their CIP successfully.

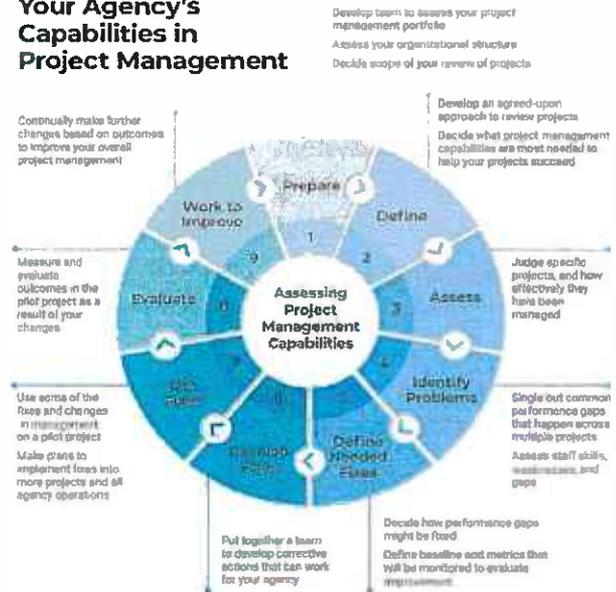
4.1.3 Approach and Methodology

4.1.3.A Scope of Services – Base Scope: Project and Construction Management, Project Controls, and ORAT

LAXP’s program management approach is holistic and specifically tailored to LAWA’s needs, blending seamlessly into LAWA’s TDG organizational structure, aligning with their policies, procedures, and governance frameworks. LAWA stands to gain from LAXP’s adept proven integration skills, enriched by LAXP’s extensive airport experience in Project Management Best Practices, Lessons Learned, and AI Technology.

To support LAWA’s CIP, LAXP would integrate into LAWA TDG’s **Project Management** process. This would involve assembling an integrated team to define clear objectives, set milestones, and establish communication protocols. The team would work closely with stakeholders to ensure alignment with their vision and expectations.

Steps to Build and Improve Your Agency’s Capabilities in Project Management



For **Construction Management**, LAXP would deploy experienced managers and inspectors to oversee daily activities, ensuring work aligns with design specifications, building codes and schedule. We would collaborate in tandem with the design management team, who would liaise with architects and engineers, ensuring designs are optimized for constructability while meeting the project’s aesthetic and functional goals.

Constructability Review and **Value Engineering** will ensure an efficient design, streamlining the design intent containing budget costs and constructing better project meeting industry standards.

Contract Administration would involve a dedicated team to manage contractual obligations, ensuring all parties adhere to agreed terms. This would be supported by a risk assessment team, which would continuously identify potential challenges, from construction delays, costs overrun, and unforeseen conditions, and develop mitigation strategies.

Site Investigations would be conducted early on, using advanced tools including ground penetrating radar, advance wet and dry utility relocations, and pre-construction survey as we have performed on the LAWA APM.

Change Management would be an ongoing process. Any deviations or modifications from the original plan would be addressed promptly, ensuring alignment with project goals and reduce claims. This would be supported by a robust document control system, ensuring all project documentation is organized, updated, and with tiered levels of management access.

Project Reporting would be a cornerstone of our approach. Keeping TDG management abreast on progress and development updates including detailed project schedule, milestone progress reports, and other relevant project information.

Cost Estimation and Control would be managed by a dedicated financial team, working closely with project managers to ensure the project remains within budget. They would use advanced financial analysis tools to monitor expenses, flagging any potential overruns early.

Throughout the project, we'd employ **Advanced Technology**, from Building Information Modeling (BIM) for design optimization to Geographic Information Systems (GIS) for site analysis and AI are some of the tools LAXP would utilize to ensure maximum efficiency and cost reduction.

A critical aspect LAXP would focus on is the **ORAT**. ORAT was initiated by former TDG staff Bob Gilbert and has become a significant focus at LAWA. Recognizing the complexities of transitioning from a construction phase to a fully operational airport environment, LAXP's ORAT will be supported by MACE and STV with their national and international ORAT experience to ensure a seamless handover to LAWA. This would involve comprehensive testing of all systems including software and hardware, from baggage handling to IT infrastructure, ensuring they are fully functional and optimized for day-to-day operations. Mock operational trials would be conducted, simulating real-world scenarios to test the airport's readiness. By the time the airport is ready to open its doors, LAXP would ensure it operates smoothly, efficiently, and safely from day one. Additionally, extensive

training sessions would be organized for LAWA and new ORAT staff, increasing staff availability to meet demands.

Stakeholder Engagement would be paramount during this phase including, but not limited to, airlines, tenants, local communities, media, unions, neighboring cities, and federal and local regulatory agencies. With 25 years of experience at Los Angeles City Hall, LAXP's Gustavo Valdivia will lead comprehensive community and agency coordination efforts. He will ensure robust engagement and collaboration, specifically tailored to address TDG's political and community needs. Leveraging his expertise, Gustavo will facilitate open dialogues, foster trust, and build strong relationships with key stakeholders including various City Departments involved in the approval process, ensuring that their cooperation to advance the program.

4.1.3.B Scope of Services – Category 1: Quality and Safety Services

LAXP places paramount importance on **Safety** within its programs, guided by the expertise of Madeline Vaughan, SMS, CHST, STS, STSC, CSP. Madeline brings 30 years of experience to the table, including significant contributions to LAWA's CIP since 2018. LAXP **Quality** will be led by David Saber, PE, and his 30 years of experience managing inspection contracts at LAWA since 2012 and LaGuardia P3 Terminal Development. Maintaining institutional knowledge from several On-Call Specialty Inspection and Materials Testing contracts at LAWA since 2012, LAXP will utilize the same team combination of C2PM, Caltrop, and Kleinfelder.

LAXP's Quality Control and Testing Manager, Mike Dorsch, brings 16 years of aviation experience at LAWA, SNA, SBD, and ONT airports. LAXP's team of Inspectors are intimately familiar with LAWA's Inspection Group processes and culture as we have demonstrated on LAWA contracts since 2012.

Kleinfelder's 3 certified and nearby labs will handle Laboratory Testing following City of Los

Angeles Contract Administration guidelines and certification requirements. LAXP will test material samples for quality control to ensure compliance with specifications. LAXP will manage non-compliance issues and track their resolution to final acceptance. As an added value based on our experience, LAXP recommends setting up a mobile laboratory on-site for quick test results which will save on cost and travel time.

4.1.3.C Scope of Services – Category 2: Inclusivity, Workforce, and Economic Impact Support Services

LAXP's *Diversity, Equity and Inclusion Program* will be led by LAXP's key staff, Joyce Sloss who brings in 35 years of experience with the City of Los Angeles, LAWA, and the private sector. As an XBE business owner, her deep knowledge in Diversity, Equity, and Inclusion (DEI) roles and understanding of LAWA will be pivotal in creating opportunities for local XBEs and residents within LAWA's Airport Impact Area.

Joyce will serve as LAXP's primary liaison, overseeing initiatives related to inclusion and addressing concerns associated with small businesses and local workforce participation. She will administer the Project Labor Agreement (PLA), the HireLAX Apprenticeship Readiness Program, and manage the Mentor Protégé Program, with an emphasis on inclusivity, outreach, and community benefits. Training programs will be provided to enhance the skills of XBEs and the local workforce, assist with bonding and insurance, and ensure compliance with federal guidelines.

LAXP is targeting a 73% XBE meaningful participation goal, aligning with LAWA's values, emphasizing community benefit and sustainable contributions.

4.1.3.D Scope of Services – Category 3: Specialty Services

For *Communications* and *Public Education*, LAXP will assist LAX Public Relations by launching targeted marketing campaigns that highlight LAX's transformative progress. These campaigns

are aimed to keep travelers well-informed about LAX's ongoing project progress. Given LAWA's enhanced traveler experience initiative, and the introduction of new *IT, Digital Experience, Common Use Facilities, Guest Satisfaction, Wayfinding, and Terminal Management Programs*, LAXP will collaborate with LAWA staff in advancing these programs. This coordination will emphasize the importance of these initiatives and integration within the broader CIP.

In terms of *ADA Compliance* within the CTA and older facilities, LAXP ADA experts will conduct thorough assessments of LAWA facilities for accessibility. Through detailed site visits, we'll identify areas for improvement and provide actionable recommendations.

LAXP's *Advisory Support* will assist LAWA with various aspects including project delivery strategies, Public-Private Partnerships (P3), Best Practices Training, USDOT Federal Funding and Grants. This guidance will be provided under the expertise of LAXP's Sam Baydoun, PMP, DBIA, a former USDOT Build America Bureau Lead Expert.

Dina Keirouz, PMP, with 30 years of Program Management experience, will lead LAXP's *Performance Management*. She will implement strategic planning, develop Key Performance Indicators (KPIs), and design intuitive dashboards for real-time insights. Additionally, she will conduct market analyses to ensure LAWA's strategies align with industry best practices, drawing from his decades-long Program Management experience at Massport and Denver International Airports.

In essence, LAXP's approach would be holistic, ensuring every facet of CIP is planned, executed, and managed with precision, efficiency, and a focus on stakeholder satisfaction.

4.1.3.E Challenges and Solutions

In any large CIP, challenges are inevitable. The key solutions involve anticipating these challenges, understanding the overall environment, assessing impacts, and then developing

mitigation strategies to minimize effects on progress, cost, and schedule. This approach is informed by our extensive experience working with all major agencies and programs in Southern California.



Material Cost Escalation and Supply Chain



LAXP is diversifying our supplier base to minimize dependency on any single source and investing in technology to enhance our supply chain visibility and forecasting accuracy. We're also considering stockpiling essential materials or components. We've begun renegotiating contracts to include clauses that account for price fluctuations, offering us financial protection. By fostering collaborative partnerships with our suppliers, we aim to ensure open communication and joint problem-solving. We're also exploring alternative materials or methods to counteract the impact of shortages. Staying informed about global market trends and geopolitical events allows us to anticipate and adapt to potential disruptions swiftly.



Regulatory Permitting, Review, and Approvals



To address regulatory permitting, review, and approval delays in Los Angeles, the city should embrace a digital transformation, creating an online platform for real-time application tracking and feedback. Continuous staff training, coupled with the hiring of additional personnel, can expedite processing. Offering pre-approval workshops can guide applicants early on, reducing resubmissions. Enhanced inter-departmental coordination, clear publicized guidelines, and a tiered review system that fast-tracks projects aligning with city goals can further streamline processes. Regular engagement with stakeholders and periodic regulation reviews will ensure the system remains efficient and relevant, fostering a pro-development environment while upholding regulatory standards.



Competing for the Same Pool of Professionals



LAXP's team is a blend of diversity and expertise, comprising 25 members: 17 XBEs and 8 renowned national/international firms. These firms, namely Caltrp, CDM Smith, Cobec, EXP, Kleinfelder, MACE, Stantec, and STV, bring a wealth of national/international airport experience and depth of untapped resources. Their presence in our team enhances LAXP's capacity to harness both local and global expertise, ensuring we meet LAWA's technical requirements at the same caliber as larger, established prime companies.



Limited Pool of Construction Labor



Investing in training and education, both through partnerships with local institutions including Los Angeles Southwest College and Trade School, can upskill current workers and introduce newcomers to the field. Expanding apprenticeship programs offers hands-on experience, attracting younger individuals to the industry. Broadening recruitment efforts at targeted zip codes, offering competitive compensation, and leveraging technology can further mitigate labor shortages.

4.1.4 Management and Staffing

4.1.4.A Team Management and Client Interaction

LAXP PIC, Rowena Altaha, stands at the forefront for LAXP staffing management. As the primary point of contact for all client coordination related to staff forecasting, Rowena's role is pivotal in understanding and preemptively addressing LAWA's staffing requirements. Through her regular consultations with LAWA's element manager, she gains invaluable insights into upcoming project needs and forecasting, allowing LAXP to anticipate and stay ahead of mobilization requirements. This proactive approach ensures a timely response for staffing needs.

4.1.4.B Staffing Resources and Onboarding

Once staffing decisions are developed, the onboarding process commences, with Rowena overseeing every facet. From safety orientations to familiarizing new members with LAWA's specific rules, regulations, and project nuances, ensuring a seamless integration. This onboarding process guarantees services, minimizes potential disruptions to ongoing projects, and establishes a clear chain of accountability.

To further reinforce our staffing capabilities, we engage our dedicated Project Management Business Administrator, Shereen Hayes to employ a mix of internal and external sourcing strategies, tapping into recruiting platforms including HireLAX to identify the best candidates.

4.1.4.C Responsiveness to LAWA's Needs

LAXP's significant presence in Southern California and our nimble organizational structure positions us to respond rapidly to LAWA's needs on a moment's notice. All our key management staff are local, committed for the duration of the contract, and are always on standby, ensuring that we can serve LAWA's on-call service needs promptly. LAXP's combined bench strength of over 400+ staff further enhances our capability to serve LAWA's CIP needs.

In essence, LAXP's management and staffing strategy is a blend of proactive planning, nimbleness, local engagement, and a commitment to excellence. This ensures that we consistently meet and exceed LAWA's expectations while fulfilling all contractually stipulated requirements.

4.1.5 Administrative Structure

4.1.5.A Strategic Delegation

LAXP has assigned task element managers highlighted in our Organization Chart (Section 4.2) and every project task is assigned based on individual expertise, ensuring optimal outcomes. This strategic delegation, led by LAXP seasoned professionals listed in the Organization Chart, guarantees that each project component is in the hands of the most qualified individual,

streamlining workflows and ensuring timely delivery.

4.1.5.B Collaborative Approach

LAXP champions a culture of collaboration by fostering an integrated team environment between TDG and LAXP. This consolidated approach ensures that every project benefits from a wealth of institutional knowledge and diverse expertise. Regular brainstorming sessions further enhance this synergy, aligning all team members with the project's objectives.

4.1.5.C Integration of Specialized Expertise

Understanding the unique demands of each assignment, LAXP will seamlessly incorporate specialized expertise into every element lead group based, tailored to the specific needs and objectives of the project. This integration will be a continuous process for all anticipated expertise requirements. These experts, chosen based on project-specific requirements, ensure that we're equipped to tackle any LAWA requirement, no matter how niche or complex.

In essence, LAXP's administrative structure is a blend of strategic delegation, collaboration, and specialized expertise, all orchestrated to deliver unparalleled project outcomes.

4.1.6 Team Cohesion and Dynamics

At the heart of LAXP's success is our unwavering commitment to fostering a cohesive and dynamic team environment. We believe that the strength of a team is not just in the sum of its parts but in the collaboration created when diverse talents, experiences, and perspectives come together harmoniously.

Fully understanding LAWA's TDG management structure, we recognize the need for integration with MATOC program consultants. TDG will handpick key members from various consultants to lead CIP task teams. LAXP has demonstrated our cohesive integration in identical contracts, including WSDOT Alaskan Way Viaduct Tunnel (D-B), Los Angeles Metro Purple Line (D-B), and many other large infrastructure projects.

To cultivate this cohesion, we prioritize open communication and mutual respect. Every team member, regardless of their role or seniority, is encouraged to contribute their expertise and share their insights and lessons learned. This inclusive approach ensures that every idea is vented, fostering a culture of innovation and continuous improvement.

Regular team-building activities and workshops further enhance our team dynamics. These sessions, ranging from problem-solving exercises to interpersonal skill development, are designed to strengthen bonds, enhance collaboration, and address any potential conflicts proactively. By investing in these activities, we ensure that our team remains united, even when faced with the most challenging project scenarios.

Feedback loops play a crucial role in our team's evolution. Periodic reviews and feedback sessions allow us to celebrate successes, identify areas of improvement, and collaboratively chart the way forward.

In essence, LAXP's approach to team cohesion and dynamics is holistic, ensuring that our team is not just a group of individuals working together but a united front, ready to tackle challenges and drive projects to success.

4.1.7 Training, Development, and Staff Retention

At LAXP, our commitment to excellence begins with our staff. Recognizing LAWA's emphasis on a skilled and culturally aligned expertise, we've instituted a robust system to ensure our team not only meets but exceeds these expectations.

4.1.7.A Orientation and Training

LAXP's onboarding process is comprehensive. New hires are equipped with a detailed training handbook, supplemented by bi-weekly workshops over the first 180 days. This ensures they're well-versed with LAWA's policies and procedures. Continuous training, both in-house and external, keeps our team updated and ready to tackle evolving challenges.

4.1.7.B Mentorship

Experienced team members are paired with newer firms, facilitating knowledge transfer and ensuring that every member has the support and guidance they need to excel. This mentor-mentee relationship not only accelerates professional growth but also strengthens inter-team relationships.

4.1.7.C Performance and Growth

Annual performance reviews, incorporating feedback from LAWA management, ensure LAXP's continuous growth and alignment with project objectives. These reviews serve as a platform to set expectations, identify training needs, and chart out career growth paths.

4.1.7.D Retention

LAXP's competitive compensation packages encompassing everything from top-tier salaries to comprehensive healthcare and continuous learning opportunities, ensure we retain the industry's best talent and keep them for the duration of the contract.

In essence, LAXP's approach to training, development, and retention is holistic, ensuring that our team is always in sync with LAWA's vision and objectives.

4.1.8 Communications Strategies

LAXP's communication strategy embodies our commitment to fostering transparency, collaboration, and responsiveness across all facets of the CIP. With over 25 years of project management experience under our wings, we are convinced that open and direct communication is the cornerstone of effective management.

Internally, our approach ensures seamless dialogue among LAXP. By integrating digital platforms such as Slack and Microsoft Teams, we facilitate real-time interactions, ensuring that every team member is consistently aligned with project objectives and updated on emerging challenges. Regular team meetings further solidify this internal cohesion, serving as a

platform for updates, feedback, and collaborative problem-solving.

Externally, our partnership with LAWA is built on mutual respect and collaboration. We maintain open lines of communication through scheduled meetings, detailed progress reports, and prompt correspondence. A dedicated liaison is appointed for each stakeholder group, ensuring that communication remains tailored and consistent. This meticulous engagement strategy extends to the broader spectrum of stakeholders, from airport tenants to local residents. Customized communication plans, ranging from public forums to technical briefings, ensure that every stakeholder's voice is heard and valued.

Supporting this structure, our office engineers prepare comprehensive progress reports, keeping all stakeholders informed. We also employ project-specific electronic platforms, ensuring secure and targeted dissemination of information to relevant management levels.

In essence, LAXP's communication strategy is a holistic approach designed to ensure team alignment, cultivate a strong partnership with LAWA, and cater to the diverse needs of all stakeholders. Through transparency, collaboration, and mutual respect, we aim for the harmonious and success of LAWA's CIP.

4.1.9 Technology, Innovation, Best Practices

LAXP is at the forefront of embracing new technology and innovation, adopting the new tool in the box Artificial Intelligence (AI) in construction. LAXP's agility allows us to integrate cutting-edge solutions, with AI promising to reduce program expenses by up to 20%. LAXP can deploy this technology for inspections using Virtual Reality (VR) headsets. This technology enhances BIM and will assist in designing electrical and plumbing pathways, formulating safety protocols, and providing real-time monitoring for potential safety concerns and efficiency challenges.

AI leverages project data analysis and trends, identifies challenges, and optimizes resources. LAXP has pinpointed multiple areas where AI can enhance LAWA's CIP, including cost management, design enhancement, risk mitigation, program planning, jobsite productivity, safety enhancement, and big data processing. An example for LAWA is AI's role in the Central Terminal Area (CTA) traffic management system to mitigate congestion during peak travel times.

4.1.10 Performance Monitoring and Quality Control

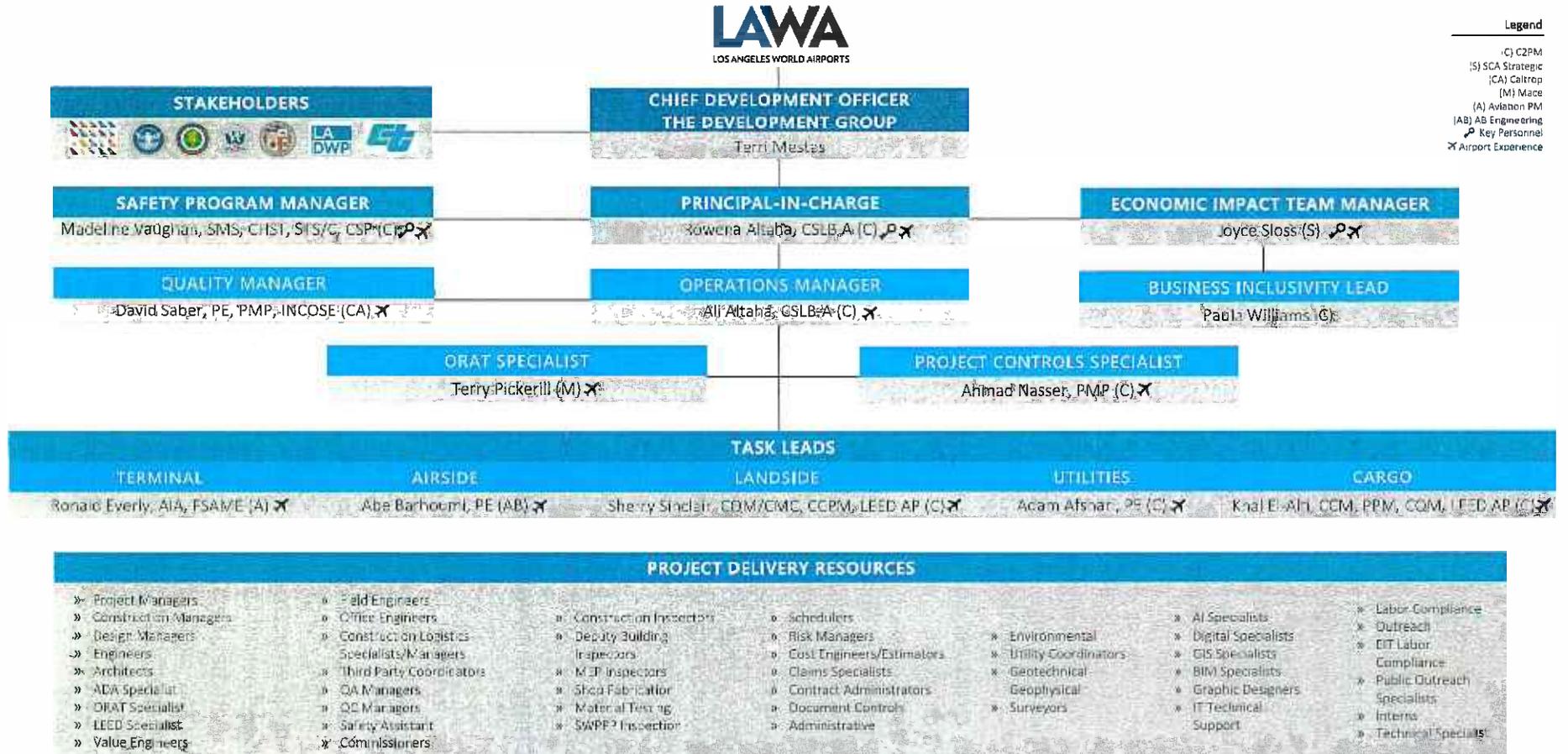
LAXP recognizes the paramount importance of diligent performance monitoring within our project management framework. To ensure both individual and collective project success, we meticulously define and track KPIs. These metrics not only offer insights into individual contributions but also spotlight areas ripe for enhancement. By actively soliciting and analyzing feedback from LAWA and other stakeholders, LAXP gains a nuanced understanding of satisfaction levels, allowing us to fine-tune our strategies and address any concerns.

LAXP's dedication to quality control transcends mere procedural adherence; it's a testament to our commitment to excellence. We've instituted rigorous quality assurance measures to guarantee that every output aligns with the pinnacle of industry standards. Through consistent audits and inspections, we swiftly identify and address any deviations, ensuring deliverables remain impeccable. Should any issues arise, LAXP's proactive approach involves the immediate formulation and execution of corrective action plans. This not only resolves concerns but also fortifies our processes against future discrepancies.

In essence, LAXP's dual focus on performance monitoring and quality control underscores our unwavering dedication to delivering unparalleled value and ensuring client satisfaction.

4.2 ORGANIZATIONAL CHART

LAXP organizational framework articulates LAWA authority and responsibility including the scope of services the LAXP Team will deliver to support LAWA' TDG staff at multiple levels in the organization. The LAXP Team will have a clear level of responsibility in performing the required services and will report to respective LAWA managers.



Legend

- (C) C2PM
- (S) SCA Strategic
- (CA) Caltrans
- (M) Mace
- (A) Aviation PM
- (AB) AB Engineering
- Key Personnel
- ✕ Airport Experience



4.3 LAXP TEAM STRUCTURE

LAXP represents a strategic alliance, meticulously crafted to address and cover every aspect of LAWA's MATOC Program Services scope of services. Our collaboration is designed to seamlessly complement LAWA's needs and staffing requirements, ensuring the successful delivery of LAWA's intricate and highly complex CIP. This section presents the carefully selected composition of LAXP, the strategic decisions that influenced our choices, the vast experience our selected members contribute, and the distinct qualities that make them the prime candidates to deliver the services.

4.3.1 Team Formation and Selection

For the past 25 years, **C2PM** has been a trusted partner on many large Program Service contracts including Los Angeles Metro, Los Angeles Metropolitan Water District, City and County of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, San Francisco Public Utilities Commission (SFPUC), Caltrans, and San Diego Association of Governors in addition to project specific contracts with many other public agencies including Oakland International Airport. **C2PM** has also contributed to several of LAWA's landmark CIP projects such as the Automated People Mover, Midfield Satellite Concourse, Intermodal Transit Facility, Terminals 1-6, Tom Bradley International Terminal, and the Central Utility Plant. **C2PM's** expertise spans a long history with LAWA, large-scale projects, and proficiency in a spectrum of Alternative Delivery Methods, including Design-Build (DB), Design-Bid-Build (DBB), Construction Manager at Risk (CMAR), Public-Private Partnership (P3), Project Development Agreement (PDA), and Design-Build-Operate-Maintain (DBOM) projects. As we look to the future, our enthusiasm for extending this partnership remains undiminished.

In assembling LAXP, every technical and administrative requirement of the RFQ was carefully weighed and covered. **C2PM's** outreach

efforts extended to over 100 firms that attended multiple LAWA outreach and industry review events. We requested their qualifications, meticulously reviewed each submission, and compiled the final list of teaming partners included in this proposal. The selection criteria were based on qualifications, relevant program experience, both LAWA and non-LAWA experience, XBE certifications, capability to deliver the required services, and Alternative Delivery experience. Considering this, **C2PM** selected 25 teaming partners from the 47 who submitted their qualifications, culminating in the formation of LAXP. Of these teaming partners, 17 are XBE's, and 8 are national/international firms.

Following LAWA's Board of Airport Commissioners (BOAC) Public Policy, LAXP is the most suitable team to provide 17 XBE's with growth and meaningful opportunities. Their involvement not only stimulates local economic development and opens new opportunities, but also mirrors LAWA's dedication to the community it serves, fostering generational prosperity in communities that have historically been on the margins.

LAXP has established strategic and exclusive final teaming agreements with our 25 partners. While these partners are free to collaborate with other teams in the proposal stage, they've provided a written assurance to keep their association with **C2PM**-led team, excluding Micro-Businesses as instructed in the RFQ. This strategy is intended to simplify LAWA's final selection process concerning **C2PM**, ensuring that none of our teaming partners withdraw from the **C2PM**-led team prior to awards, as detailed by LAWA.

In essence, LAXP includes a vast pool of staffing resources both locally, national, and international allowing us to cover the base scope, optional scope categories 1 and 2 in their entirety and 95% of optional scope category 3.

4.3.2 On-Site Staff Management and Integration

For LAXP, achieving a harmonious integration with LAWA and other consultant teams is paramount. However, maintaining a strong connection to our home office is equally vital. This dual focus ensures that LAXP partners not only align with LAWA's objectives but also remain rooted in LAXP's foundational principles.

Rowena Altaha will shoulder the responsibility of instilling LAXP's core values with every partner. These values—*respect, service, inclusivity, collaboration, and innovation*—serve as a bridge, connecting our on-site staff to the philosophy of our home office. With her extensive experience in supporting large municipal clients, Rowena is acutely aware of the unique potential challenges faced by our on-site personnel, especially in dynamic environments where they often receive direct directives from clients.

To ensure LAXP remains connected, motivated, and efficient, we've instituted several measures to be taken during off-billable hours:

- » Monthly "lunch and learn" sessions offer our on-site staff an opportunity to discuss challenges, learn from one another, and delve into topics pertinent to the CIP
- » Quarterly in-person staff meetings facilitate discussions on lessons learned and potential performance enhancements
- » Comprehensive annual and mid-year reviews allow us to set clear career trajectories, ensuring our team members are equipped with the training and resources they need to excel
- » A steadfast commitment to our core values is essential. To this end, LAXP mandates every employee undergoes annual training of various topics, reinforcing these principles
- » Rowena will oversee performance appraisals, ensuring each team member receives guidance tailored to their career development and training needs

In essence, by fostering a deep connection to our home office, LAXP empowers our staff to tap into its vast resources. This not only elevates the quality of services provided to LAWA, but also contributes to the creation of a high-performance team, perfectly poised to achieve LAWA's CIP objectives.

4.3.3 Team Management and Exceeding Expectations

LAXP's approach to managing teaming partners is rooted in our extensive experience overseeing large teams across significant programs. Our history is a testament to our capability to handle intricate team dynamics, ensuring that every member contributes optimally to the project's success.

For example, Rowena expertly managed a team comprising of seven teaming partners for our SFPUC Prime Program contract. Her leadership was marked by decisive and transparent communication, both with the client and within the team. She employed sharp strategic delegation, ensuring optimal utilization of each partner's strengths. When conflicts arose, Rowena swiftly and effectively mediated, ensuring harmony and focus on the project's objectives. Her adept resource management ensured that every team member had the tools and support necessary to excel. Furthermore, she maintained a continuous feedback loop with the client, ensuring that the project consistently met and exceeded expectations.

To surpass LAWA's expectations, LAXP will:

- » Implement regular check-ins and performance reviews for all teaming partners, ensuring that they consistently meet and exceed project standards
- » Offer training sessions to keep all teaming partners updated on the latest industry best practices and innovations
- » Foster an environment where teaming partners can freely communicate challenges or suggestions, ensuring swift resolution and continuous improvement

- » Proactively identify potential risks associated with teaming partner tasks and implement strategies to mitigate them
- » Implement a robust quality assurance process, ensuring that every deliverable from our teaming partners align with LAWA's standards of excellence
- » Regularly engage with LAWA and other key stakeholders, ensuring that LAXP's approach aligns with their evolving needs and expectations

In essence, LAXP's approach is not just about managing teaming partners; it's about forging effective partnerships. We believe that by nurturing these partnerships and ensuring that every team member is aligned with our vision of excellence, we can collectively deliver services that not only meet but surpass LAWA's expectations.

4.3.4 LAXP Added Value

4.3.4.A C2PM



25-year history of successful delivery across California CIPs including LAWA, OAK, LGA, LA Metro, MWD, BART, Caltrans, SANDAG, SFCTA, City of Los Angeles, County of Los Angeles, SFPUC, CHSR, AC Transit, SCVTA, LAUSD, LACCD, OCTA, POLB, and POLA



Active airport environment experience including LAWA, OAK, LGA giving us first-hand knowledge into the intricacies of airport operations, security protocols, and minimizing passenger inconvenience



Direct experience working with key City and County of Los Angeles stakeholders and public and private utility providers on the LA Metro Purple Line and LA Metro MOW including LADWP, MWD, LASAN, LABoS



Staff has Alternative Project Delivery and Negotiation expertise: LAWA, LGA, LA Metro, City of Los Angeles, County of Los Angeles, SFPUC, SCVTA, OCTA, Caltrans, and WSDOT



Lessons learned from successfully leading other large programs with similar challenges including utility relocation, traffic control, and third-party coordination

4.3.4.B LAXP Teaming Partners

LAXP comprises local and national/international multi-disciplinary aviation experts, complemented by specialist in transportation, environmental, and technology sectors. Together, they bring specialized experience in transforming communities through meaningful infrastructure throughout Los Angeles County. LAXP qualifications, competencies, and understanding of LAWA, its customers, and the surrounding communities provide the foundation for successful partnership on this CIP.

LAXP provides a spectrum of value demonstrated in Table 4.A Team Expertise and Service Matrix. We have thought beyond the listed CIP projects and incorporated our team to address any foreseeable needs in LAWA's Digital Experience, Common Use Facilities, Guest Satisfaction, and Terminal Management Programs.

The LAXP Team includes SBEs, LBEs, LSBEs, and DVBEs in key and required roles and provides the right experience to implement LAWA's vision for this highly visible community transformation. Our team includes 25 subconsultant firms with specialized expertise that brings added value to LAWA's CIP.

1st Choice DBVE ^{SBE, DBVE}



Experience providing third-party coordination, contract management and legal negotiations. They will bring their first-hand knowledge working on the California High Speed Rail D-B Program Management project for the last 14 years.

CDM Smith



Global expertise and experience in providing Environmental Engineering with an emphasis in Program Management for over 75 years including projects at LAX. Track record of successful projects in California, supporting historic initiatives like Proposition O and Measure W in Los Angeles County.

3D Built ^{SBE}



Extensive experience in Construction Management. They will bring their first-hand experience working on the Department of Defense Creech Air Force Base Facilities Caltrans District 7 Local Assistance Program and Oversight relative to the ATMP.

Cobec



National expertise and first-hand knowledge providing Program Management and Engineering services from working with the Federal Aviation Authority (FAA), National Aeronautics and Space Administration (NASA), United States Air Force (USAF), United States Navy (NAVY), and Department of Homeland Security (DHS).

AB Engineering ^{SBE}



Experience and expertise in providing Airport Program Management for CIPs including Airside, Landside, Terminals, Taxiway, Runway, and Utilities. They bring their first-hand knowledge working on San Diego Airports CIP Program Management for the last 10 years.

David Engineering ^{DBE, SBE, LSBE}



Expertise and experience in providing Construction Management and Quality Assurance for Capital and Transportation Improvement Projects including Chicago O'Hare International Airport and Caltrans.

Andersen Integrated Services ^{SBE, MBE, LBE, LSBE}



Extensive experience providing Environmental Remediation for Heavy Civil Construction including LAX Pipeline Excavation and Removal Monitoring and Terminal 2 Concessions Renovation, LACCD MATOC Environmental Engineering, and BUR Replacement Terminal.

Ellana Construction ^{DBE, WBE}



Expertise and experience in providing Project Controls and Cost Management for more than 25 years at Los Angeles International, LaGuardia, Newark, Boston Massport, Port Authority of New York and New Jersey JFK, Albany, and Rhode Island Airports.

Aristos Strategies ^{MBE, WBE}



Extensive experience providing City of Los Angeles inner department coordination and stakeholder outreach. Intimate knowledge of Los Angeles communities, elected Officials, businesses, and stakeholders from their community outreach and public engagement consensus building work.

EXP U.S. Services



Global expertise and experience in providing Architecture and Engineering services to airports in North America and Worldwide including airfield, air traffic control towers, terminals, concourses, and landside projects.

Aviation PM



Expertise and experience in providing Program Management for LAX Bradley West International Terminal, CONRAC, and Baggage Screening Implementation; John Wayne CIP; San Francisco Terminal 1 Redevelopment Program; and San Diego Airport Master Planning.

GTS ^{SBE, LBE, LSBE}



Expertise and experience with traffic management, logistics management and CTA integration. Providing mobility solutions for all road uses: pedestrian, bicycle, transit, auto, and freight modes.

Bellum Smart ^{SBE, LBE, LSBE}



Expertise and experience in providing Construction Management and Inspection for Los Angeles and Van Nuys Airport, Caltrans District 7, 8 and 11, LA Metro, and County of Los Angeles.

Greater Than DD ^{DBE, SBE}



Experience and expertise in Conceptual Design, Planning, and Project Team Management, Concessions Program Development, Passenger Experience, Digital Transformation and innovation, Real Estate Development, and Market Analysis.

Caltrop



Global expertise and experience in providing Quality Assurance and Inspection in Heavy Civil Construction at LAX Crossfield Taxiway, Tom Bradley International Terminal Renovation Program, Central Utility Plant, Airfield Intersection Improvements, Terminal 6 Renovations, and Bradley West Core and Gates.

ICM Federal ^{DBE, SBE, WBE}



Providing sustainable competitive advantage for IT and cyber security in the federal and private sector through consistent delivery of timely, value-added consultation and innovative solutions.

Kane Construction DBE, SBE, WBE



Experience and expertise providing Program, Project, Construction and Design Management to LA Metro, LAWA, LACCD, LAUSD, NLMUFD, and CHSR. They offer Terminal, Landside, Utilities, D-B, D-B-B, and CMAR methodologies.

SCA Strategic DBE, MBE, WBE, SBE, LSBE



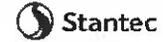
Extensive expertise and experience in providing Diversity, Equity, and Inclusion for CIPs including LAX CONRAC, MSC, CMP, and APM.

Kleinfelder



Global expertise and experience in providing Material Testing, Quality Assurance, and Inspection. Experience working for Los Angeles, Van Nuys, Las Vegas, John Wayne, Boston, San Diego, San Jose, San Bernardino, and Ontario Airports.

Stantec



A leading full-service engineering firm supporting infrastructure, facilities, environmental, and surface/air transportation markets through geotechnical, civil, and environmental engineering, as well as construction management and other related support services.

Mace



Global expertise and experience in providing Program and Project Management, Construction Delivery, Cost Control and Facilities Management on over 50+ international airport CIPs.

STV



Leading national infrastructure-firm providing planning, program management and construction management services. They offer comprehensive experience in Terminal, Airside, Landside, Utilities, Cargo, D-B, D-B-B, DBOM, P3, and CMAR methodologies.

Pacific Pros SBE, LBE



Expertise and experience in providing Construction Engineering and Inspection for Heavy Civil Construction. They offer D-B and D-B-B methodologies providing similar services on Caltrans and Port of Long Beach projects.

Verdical Group SBE, LBE



Expertise and experience in sustainability and commissioning services, including LAX Terminal Cores. They offer comprehensive experience in Terminal, Landside, D-B, D-B-B, P3, and CMAR methodologies.

PMA Consultants MBE



National expertise and experience in providing Program, Project, and Construction Management across multiple CIPs at Los Angeles, Boston Massport, Ontario, Denver, San Francisco, Dallas, New York, and Seattle airports.



ATTACHMENT C: INCLUSIVITY TERMS

1. General Inclusivity Terms

Contracted Firm shall comply with LAW A's Certified Firm participation requirements and Inclusivity Commitments included in the Contract.

The strategies and commitments set forth in Contracted Firm, implementation period, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments, shall become enumerated requirements in the Contract and shall be referred to as the "Inclusivity Commitments."

2. Team Composition

Throughout the term of the Contract, Contracted Firm shall employ an individual from among its personnel who will represent the Contracted Firm as the inclusivity liaison to LAW A (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Contracted Firm's inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

3. Certified Firm Participation Requirements

Throughout the term of the Contract, Contracted Firm shall achieve the mandatory minimum Certified Firm participation percentages set by LAW A and any excess committed to by the Contracted Firm. Contracted Firm shall confirm and submit BE certification documentation for all Sub-Consultants. Participation shall be subject to ongoing monitoring and reviews by LAW A to verify Contracted Firm's compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic inclusivity performance assessments and reviews by LAW A of relevant agreements, documents and data.

4. Inclusivity & Workforce Development Plan Performance and Reporting

Contracted Firm shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Contracted Firm's approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Contracted Firm shall update and submit the Inclusivity and Workforce Development Plan to LAW A annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and set-aside scopes of work to align with Certified Firm capacity.

- (a) Contracted Firm shall provide LAW A with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Contracted Firm shall comply with periodic performance assessments, and/or reviews of contract/subcontract documents, as needed.
- (b) LAW A shall conduct an annual review of the Contracted Firm's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.



- (c) Contracted Firm shall report all contractor payments using the system designated by LAWA and augmented by monthly status reports. Contracted Firm shall require all contractors at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
- (d) Contracted Firm shall use LAWA's LCPTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

5. Mentor Protégé Program.

Contracted Firm shall develop and manage a meaningful program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work.

The Mentor-Protégé Program shall; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.

- (a) Contracted Firm shall submit Mentor Protégé Program to LAWA for approval.
- (b) Contracted Firm shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.
- (c) Contracted Firm shall invite LAWA to participate in Mentee outreach and/or recognition events.
- (d) Contracted Firm will coordinate with the LAWA Economic Impact Team.

6. Internship Program

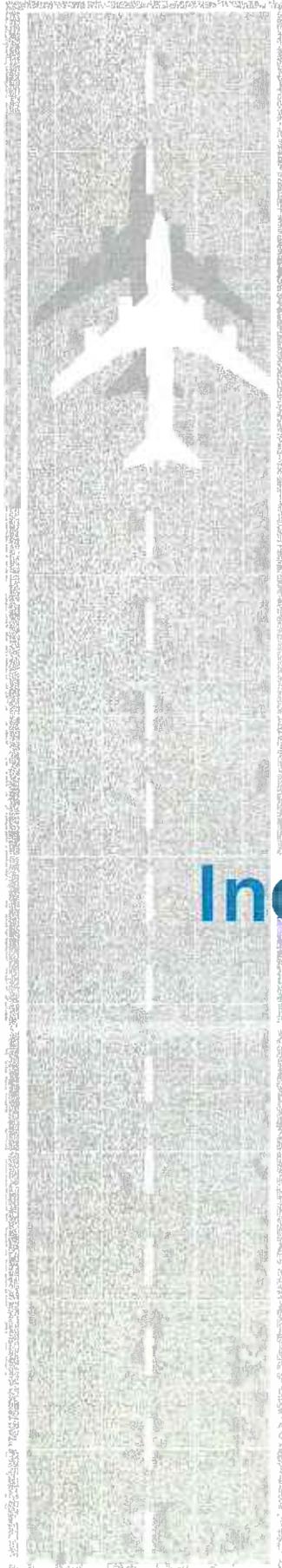
The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.

- (a) Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- (b) Contracted Firm shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1 schools are to be located within the Airport Impact Area cities or City of Los Angeles.
- (c) Contracted Firm shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- (d) Contracted Firm shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- (e) Contracted Firm shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.



7. Reporting

Contracted Firm shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAWA, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+.



Inclusivity

5.1 INCLUSIVITY

C²PM, in collaboration with our 25 Teaming Partners (LAXP), consistently emphasizes inclusivity and workforce development across all operations. We regard a diverse workforce not only as an ethical imperative but also as a fundamental driver of organizational success. As a Small, Minority, Woman, Local-Small-Owned (S/M/W/LSBE) company spearheading the team, we are optimally positioned for LAWA's Multiple Award Task Order Contract (MATOC). Our firsthand experience as a small company gives us unique insight into the challenges faced by similar firms, underscoring the importance of inclusivity for XBE companies.

C²PM's core ethos is deeply rooted in Diversity, Equity, and Inclusion (DEI). This isn't merely a declaration; it's an integral part of our organizational identity. Demonstrating this commitment, we've partnered with SCA Strategic Partnerships International (SCA), a distinguished local firm certified as a Small, Minority, Woman XBE. SCA plays the crucial role of Inclusion and Economic Impact Manager (EIM) for our projects, with Joyce Sloss, the Managing Partner for SCA, at the helm.

Joyce Sloss, one of LAXP's key staff, boasts 35 years of experience spanning public and private sectors, and has consistently advocated for DEI in her roles. Her tenure includes 11 years with the City of Los Angeles City Administrative Office, 15 years with LAWA, and 9 years in the private sector as an XBE business owner. We have confidence in her deep understanding of LAWA's dynamics and her proven track record in promoting business opportunities for local XBEs, especially within LAWA's Airport Impact Area (AIA).

In her role with LAXP, Joyce will serve as Economic Impact Team Manager (EIT), overseeing our economic and inclusion initiatives. She will coordinate with project teams to address concerns ranging from small business interactions to economic impact assessments,

ensuring proactive solutions to potential challenges.

Beyond her individual role, Joyce champions the collective strength of experienced small businesses. She has assembled a team of XBEs reflecting our shared dedication to diversity and excellence to assist her in delivering these services.

5.1.1 Inclusivity Workforce Development Experience

As part of the Los Angeles International Airport (LAX) Cargo Modernization Program (CMP), Joyce assumed the pivotal role of Inclusivity Executive, diligently overseeing the realization of their unwavering dedication to inclusivity. Joyce's leadership and mission were wholeheartedly focused on actively involving XBEs in the project. Her mission extended to fostering the growth of XBE businesses through Mentor Protégé Programs, creating job opportunities for residents, providing job training, offering construction apprenticeship opportunities, and involving students in multi-disciplined internships. Her responsibilities encompassed comprehensive compliance monitoring for both businesses and construction. In addition, she provided B2G training for subcontractors and ensured that all contractors complied with invoice submission and entry into the B2G system.

Additionally, Joyce's mission included conducting outreach to diverse business and workforce communities in the vicinity of LAX, ensuring their inclusion in public projects and striving for a meaningful economic impact on the surrounding business communities. Some of her noteworthy projects included the LAWA Midfield Satellite Concourse (MSC), Downtown Los Angeles the Grand, and Kaiser Permanente's Kaiser Watts Hospital.

Moreover, she was engaged by Los Angeles Urban League (LAUL) to develop and implement comprehensive business inclusion and workforce development strategies for the Project Impact

Area (PIA), encompassing South Los Angeles, Lennox, Westchester, and Inglewood. Within this area, she actively supported targeted employment with paid training for internships, facilitated partnerships with local Youth Source Centers, and collaborated with local employers to promote permanent part-time and full-time employment. They conducted Business Growth Accelerator workshops, equipping small, local businesses with the tools they needed to thrive and expand. Additionally, they organized Airport Concessions Disadvantaged Business Enterprise (ACDBE) information sessions to educate interested businesses about the potential to expand their operations within airports.

Furthermore, Joyce was entrusted by PCL Construction to develop and execute a community outreach plan aimed at fostering aviation careers for students from kindergarten to 12th grade. This initiative was part of the LAWA Consolidated Car Rental Facility (CONRAC) project, where they actively engaged with the next generation of aviation professionals.

5.1.2 Inclusivity and Workforce Development Plan

LAXP deeply values the unique insights and expertise that XBE’s has to offer. Their distinct perspectives, local knowledge, and specialized capabilities are not just assets but catalysts that elevate the quality of our projects. Our inclusivity strategy transcends mere quotas; it’s about leveraging the strengths of these firms to foster innovation and excellence. Here’s how LAXP will ensure XBE’s play a pivotal role in this project:

5.1.2.A Commitment

LAXP is dedicated to not only meeting but surpassing LAWA’s mandatory XBE commitment levels, as detailed in Table 5-B.

Table 5-B

CERTIFICATION	LAWA MANDATORY	C2PM COMMITMENT
SBE	30%	50%
LBE	14%	15%
LSBE	11%	15%
DVBE	2%	4%

5.1.2.B Invoice Strategy

LAXP has tapped into the expertise of Joyce’s team for economic support and tracking. Leveraging insights from CMP will introduce a standardized invoicing system. This will empower her team to efficiently monitor all B2G payments. Serving as the central contact for payments, her team will collaborate with XBEs to ensure timely and accurate invoice submissions.

5.1.2.C Set-Aside Scope of Work

A great value will include a deep-dive analysis into the entirety of the project’s requirements. From this analysis, LAXP will earmark specific segments of the project that are best suited for the expertise of XBEs. By setting aside these portions, LAXP ensures XBEs have a clear, significant, and impactful role from the outset. This approach will eliminate ambiguity and fosters a sense of ownership and trust. It will also ensure that their involvement is integral to the project’s success, rather than an afterthought. To facilitate this, LAXP will maintain open channels of communication, ensuring that XBEs are well-informed and aligned with the project’s objectives from day one.

5.1.2.D Key Personnel Appointments

LAXP will prioritize ensuring that our leadership roles are filled by those who not only have the requisite expertise but also embody our commitment to inclusivity. XBEs won’t just be contributors; they’ll be at the decision-making table. Our recruitment and appointment process for personnel roles is designed to identify and elevate talent from within the XBE community. We will organize regular talent-spotting workshops and leadership training programs tailored for XBEs, ensuring they are primed for leadership roles. By placing XBEs in these pivotal positions, we ensure that the project benefits from their unique insights, perspectives, and expertise, driving it towards holistic success.

5.1.2.E Beneficial Teaming Arrangements

The essence of collaboration is mutual growth. Recognizing the strengths of LAXP larger firms

and XBEs, we will actively foster partnerships between them, not only at LAWA but extend the relationship to other programs. LAXP's role goes beyond mere introductions. We will facilitate workshops and networking events where these firms can identify synergies and explore potential collaborations. Once a partnership is forged, we will support them with resources and tools to foster collaboration. These teaming arrangements are structured to ensure that XBEs benefit from the broader experience and resources of larger firms, while the larger firms benefit from the innovative viewpoints and knowledge of XBEs. Regular review meetings will be organized to assess the effectiveness of these collaborations, gather feedback, and make necessary adjustments.

5.1.3 Capacity Building, Growth Barriers, and Cashflow Strategy

Continuing from our foundation of inclusivity strategy, LAXP's dedication to the growth and empowerment of XBEs extends beyond inclusivity. We understand that for these firms to truly thrive, they need more than just opportunities; they require a conducive environment, continuous learning, and financial stability. Our approach to capacity building, addressing growth barriers, and ensuring a seamless cashflow is designed to provide this support.

5.1.3.A Cashflow Strategy

The primary challenge for any XBE is cashflow between paying staff's salary and collecting invoice payments. Delayed payments pose a significant barrier to XBE sustaining operation and growth. To address this, C²PM developed the *Advance Subs Payment Program (ASPP)* in 2018. The program ensures subcontractor payments are processed within seven (7) to ten (10) days of invoice submission, even before the client completes its payment to prime consultant. This program requires coordination with LAWA and rapid invoice verifications. Payments will be issued from a Financial Bank at

very competitive low rates that will assist the XBE in their monthly cash flow. Once selected we will outline the program details and start implementing it with the client's approval. It's a game changer!

5.1.3.B Capacity Building

LAXP aims to create an equitable platform for XBEs to compete for contract opportunities. We will roll out capacity-building seminars and programs tailored to XBEs needs, which will be assessed through annual surveys. Based on these survey results, quarterly meetings will be scheduled to address the needs of XBEs. LAXP partnered with SCA to ensure a systematic approach to capacity building, training, and DVBE outreach. They will design the survey, analyze the results, and formulate a relevant training schedule.

5.1.3.C Addressing Barriers to Growth

XBEs often grapple with challenges ranging from limited access to capital to intricate regulatory landscapes. LAXP's strategy to address these barriers encompasses a comprehensive support system. This includes facilitating access to microloans, offering specialized training workshops, and launching mentorship programs. By collaborating with local financial institutions and industry experts, we aim to provide XBEs with the resources they need to flourish in a competitive market. Beyond financial support, we emphasize skill development and networking. Our seminars will be tailored to XBEs' specific needs, and we will organize events to foster connections within the industry.

5.1.4 Mentor-Protégé Program

Building upon the foundation of inclusivity and capacity building, LAXP will introduce the Mentor-Protégé Program (MPP), our commitment to fostering the growth and development of XBEs. We understand that for XBEs to truly excel, they need guidance, shared expertise, and a platform to hone their skills. Our MPP is designed to provide just that, ensuring a

symbiotic relationship where both mentors and protégés benefit and grow together.

5.1.4.A Program Overview and Implementation

Our MPP development will begin with a comprehensive analysis of XBEs specific development needs. LAXP will engage with industry experts, conduct focus group discussions, and survey potential protégés to ensure our program is both relevant and impactful.

To ensure transparency and fairness, LAXP will establish a multi-tiered selection process for protégés. This process will involve an initial screening based on predefined criteria, followed by in-depth interviews and assessments. Our aim is to identify firms that not only need mentorship but are also ready to leverage it for growth. LAXP's 8 large partners are committed to mentoring at least one LAXP protégé.

Once the protégés are selected, the pairing process with mentors will be equally rigorous. We'll match based on industry expertise, business goals, and cultural fit to ensure a harmonious and productive relationship. The mentor-protégé agreements will be comprehensive, detailing the duration, scope, objectives, and expectations.

The heart of LAXP's MPP lies in the developmental assistance provided by the mentors. They will offer a blend of technical training, business strategy formulation, and operational guidance. This holistic approach ensures that protégés are equipped to handle both the strategic and tactical challenges of their business.

Recognizing the dynamic nature of the business landscape, our program will also feature periodic review sessions. These sessions will allow us to recalibrate our strategies, introduce new training modules, and ensure that our mentorship remains aligned with the evolving needs of the industry and the protégés.

5.1.4.B Anticipated Challenges and Solutions

Inclusivity is a core value for LAXP, but we recognize the challenges it presents, especially in a mentorship setting. One anticipated challenge is the potential cultural or communication gap between mentors and protégés, given the diverse backgrounds of XBEs. To address this, we will conduct orientation sessions for mentors, equipping them with the tools and understanding to bridge these gaps.

Another challenge is ensuring that the mentorship provided aligns with the real-world needs and challenges of the XBEs. To ensure this alignment, we will have regular feedback loops in place, allowing protégés to voice their needs and concerns, ensuring the mentorship remains relevant and impactful.

LAXP's MPP is more than just a capacity-building initiative; it's a testament to our belief in the potential of XBEs. Through strategic partnerships, clear guidelines, and a commitment to addressing challenges head-on, LAXP aims to pave the way for the next generation of industry leaders.

5.1.5 Internship Program and Youth Engagement

Following our commitment to inclusivity, capacity building, and mentorship, LAXP introduces another pivotal initiative: our Internship Program and Youth Engagement strategy. Recognizing the immense potential and fresh perspectives that the youth bring, we have designed a program that not only offers them a platform to learn and grow but also ensures that they are active contributors to our projects. This initiative is not just about providing opportunities; it's about shaping the future leaders of our industry.

5.1.5.A Internship Program and Youth Engagement

LAXP's Internship Program is a holistic blend of learning, hands-on experience, and professional development. Our outreach strategy includes tapping into educational institutions, online platforms, and community organizations,

ensuring a diverse pool of talented interns. Once they're onboard, they will be actively immersed in all elements of our scope of work, gaining invaluable insights and hands-on experience in the industry.

The hiring and placement process will align the strengths and aspirations of the interns with the specific needs and objectives of the task orders. This will ensure a harmonious and productive relationship where both the intern and LAXP benefit. Their journey with us is marked by continuous growth and feedback. Through regular evaluations, we will provide them with constructive feedback, helping them refine their skills and knowledge. LAXP's commitment extends beyond the internship period as we have put in place intern retention and upward mobility, ensuring that the brightest and most dedicated have clear pathways for long-term growth within LAXP.

5.1.5.B Engaging with Youth and Promoting STEM Careers

Beyond internships, our engagement with the youth is expansive. LAXP will also focus on students from Title 1 schools within the AIA and City of Los Angeles. Through workshops, seminars, and interactive sessions, we will introduce K-12 students to the vast opportunities in STEM fields, especially in design and construction. Our aim is to ignite a passion for STEM early on, guiding them towards fulfilling careers in the future.

LAXP's collaboration with "Erasing the Redline: Aviation Pathways to Justice" (APJ) is a testament to our commitment. Through APJ, LAXP conducts educational aviation outreach programs, targeting underserved high school students. We also have a transformative program training high school students to become sUAS (commercial drone) pilots. This unique initiative, in partnership with Hovrtek, equips students with the skills to pilot drones and opens lucrative career opportunities for them.

We are dedicated to introducing students to the cutting-edge field of digital twin technology,

specifically tailored for the construction industry. Through our comprehensive certification and training program, students will gain the expertise to create digital twins—an invaluable skill set.

Upon completing the program, these certified students will have the opportunity to participate in internships on LAWA projects, where they can further hone their skills and gain real-world experience. This hands-on experience will prepare them for future career opportunities, whether they choose to work their way through college or embark on a career specializing in drone technology.

Moreover, LAXP's engagement extends to younger students in K-8. We believe in hands-on experiences, allowing them to visualize and create, often using tools like Legos. By focusing on a few schools but diving deeper into engagement, we aim to make a lasting impact on these students, introducing them to the world of aviation careers.

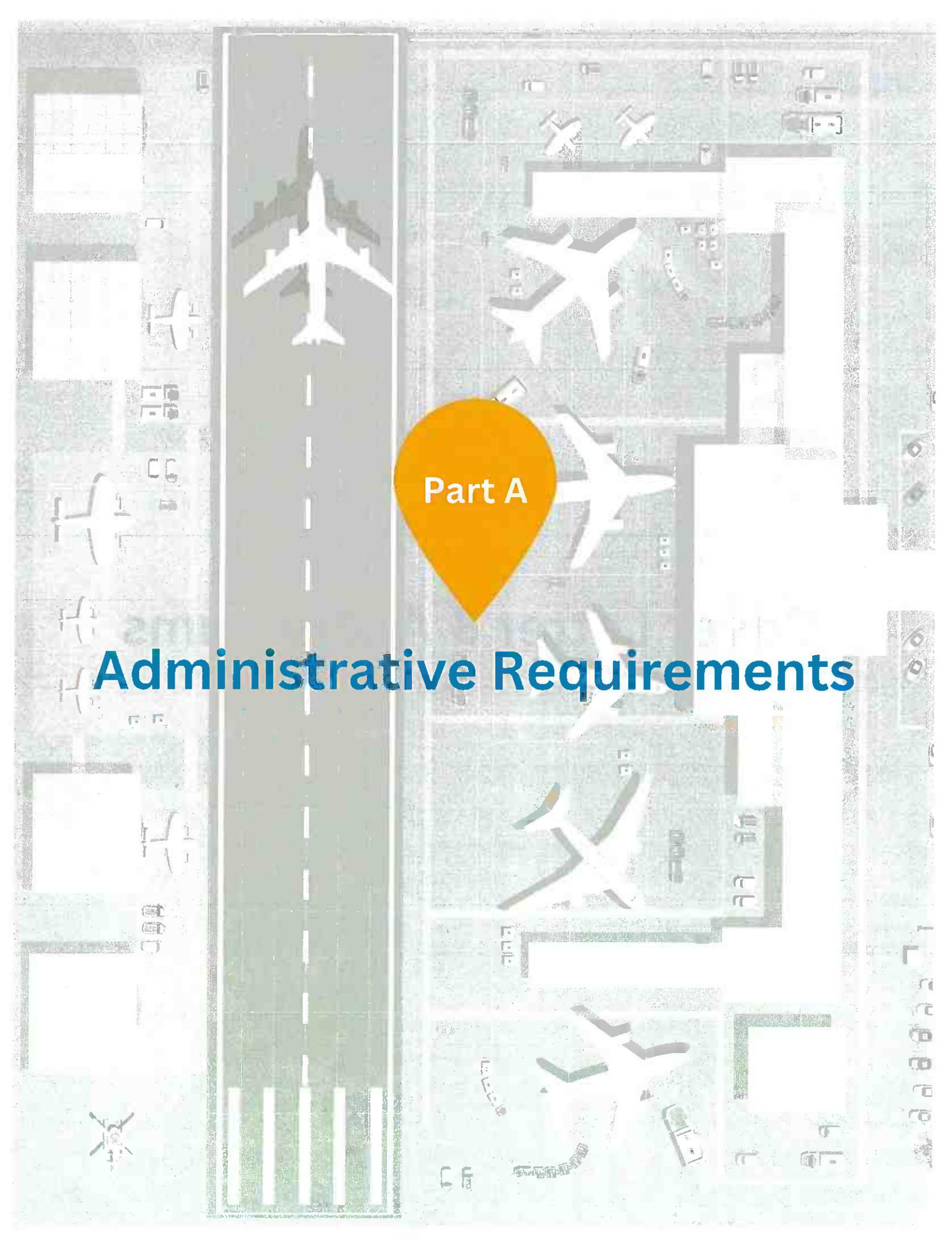


10.18.2023

Multiple Award Task Order Contract for Program Services



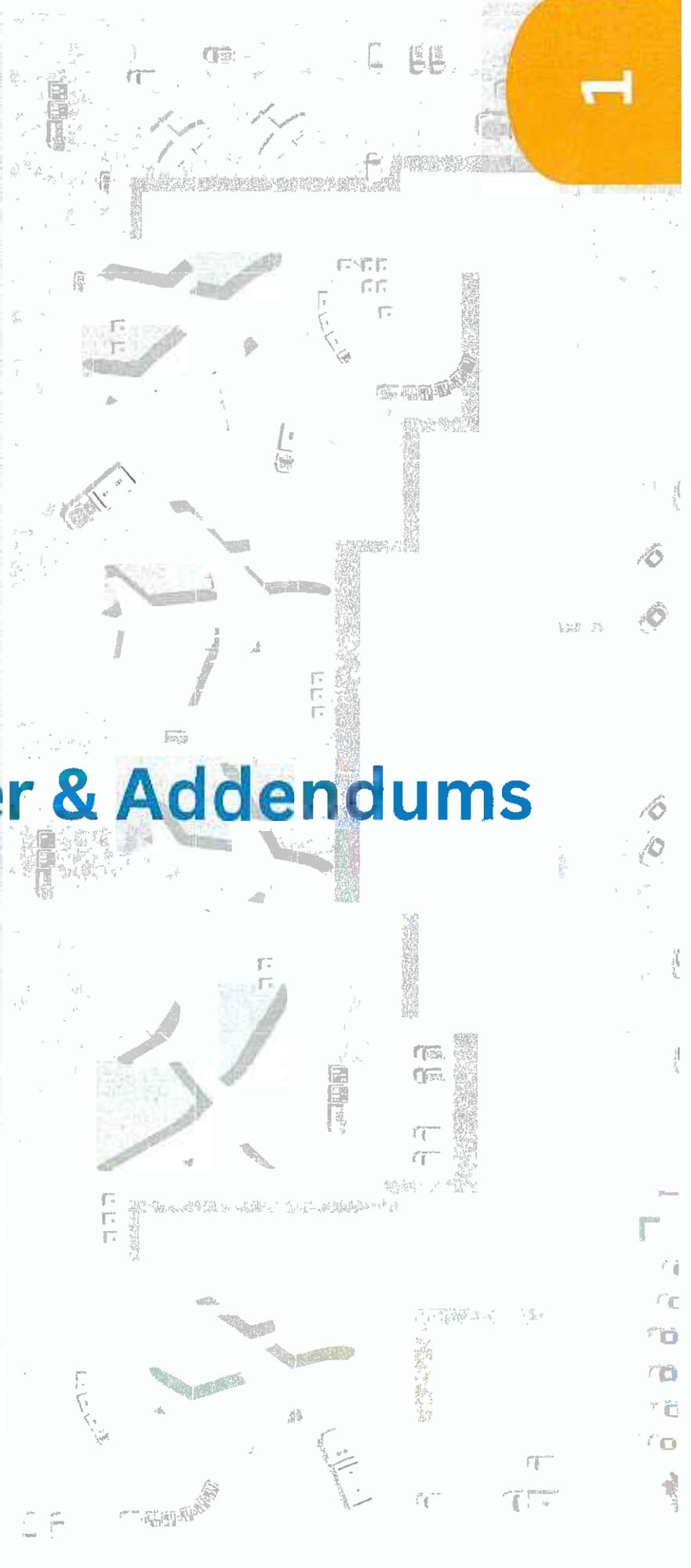
Los Angeles World Airport
1 World Way, Los Angeles, 90045
Attention: Amy Imamura,
The Development Group



Part A

Administrative Requirements

Cover Letter & Addendums



Applicant Name: C2PM

Date: October 18, 2023

Attention: Amy Imamura Los Angeles World Airports
Clifton A. Moore Administration Office Building
1 World Way
Los Angeles, CA 90045

Dear Ms. Imamura:

The undersigned (**Applicant**) submits this statement of qualifications (this **SOQ**) in response to the Request for Qualifications for Multiple Award Task Order Contracts for Program Management, Project Management, Construction Management, Project Controls, Inspection, Testing and additional Professional Services released on July 11, 2023, (as subsequently amended, the **RFQ**). Capitalized terms not otherwise defined herein shall have the meanings set forth in the RFQ.

This letter is submitted in a form identical to Form 3 to the RFQ, other than with respect to modifications permitted or required by the use of such form.

Scope of Services

The Applicant submits this SOQ with respect to:

Base Scope	Project Management/Construction Management and Project Controls Services, Performance & Operational Readiness Airport Transition	<input checked="" type="checkbox"/>
Optional Scope Category 1	Quality and Safety Services	<input checked="" type="checkbox"/>
Optional Scope Category 2	Inclusivity, Workforce, and Economic Impact Support Services	<input checked="" type="checkbox"/>
Optional Scope Category 3	Specialty Services	<input checked="" type="checkbox"/>

Assurances

Applicant represents and warrants:

- as to receipt, examination, understanding, and full consideration of all materials posted on July 11, 2023, and otherwise provided to it by LAWA, with respect to the RFQ, including all responses to questions, requests for clarifications, and comments regarding the RFQ and the following Addenda:
 - Addendum No. 1
 - Addendum No. 2
 - Addendum No. 3
 - Addendum No. 4
 - Addendum No. 5
 - Addendum No. 6

- that the SOQ is submitted without reservations, qualifications, assumptions, deviations, or conditions;
- Applicant's SOQ is genuine, and not a sham or collusive, nor made in the interest or on behalf of any person, firm, corporation, or other entity not therein named. Applicant has not directly or indirectly induced or solicited any other proposing applicant to put in a sham bid, or any other person, firm, corporation, or other entity to refrain from proposing, and Applicant has not in any manner sought by collusion to secure for itself an advantage over any other proposing applicant; and
- that Key Personnel proposed by Applicant will be available to perform the Services and will not be substituted with other personnel or reassigned to another project or contract without LAWA's prior written approval in accordance with Section 5.4.

Applicant Agrees:

- to abide by the contents and terms of the RFQ and the statements and commitments in its SOQ;
- to appear at and participate in any interview for which an invitation is extended in accordance with the terms of the RFQ;
- to the inclusion of the Common Rates in the Contract as the maximum rates that any Contracted Firm may assume for purposes of negotiating the fee for any Task Order awarded under a Contract issued pursuant to the RFQ, subject to LAWA's discretionary to increase such rates in accordance with the Contract;
- that this SOQ constitutes a valid offer to perform and complete the Services described in the RFQ;
- that if selected as a Pre-Qualified Applicant, the Applicant will enter into the Contract in the final form provided by LAWA;
- that LAWA will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this SOQ;
- that LAWA is not bound to select any Applicant, may waive informalities in or reject any SOQ that it receives, may cancel this RFQ, and may re-advertise for SOQs;
- that all costs and expenses incurred by it in preparing this SOQ and participating in the procurement process will be borne solely by the Applicant and that it irrevocably waived and released any other right that it may have to recover the costs associated with the development of Applicant's SOQ and/or costs otherwise incurred by it in participating in the procurement process; and
- to the protest provisions set out in Section 14.4 of the RFQ and understands that it limits Applicant's rights and remedies to protest or challenge the RFQ or any determination thereunder.

Organizational and Contract Information

Applicant's organizational and contact information is as follows:

Applicant: C2PM

Contact: Rowena Altaha, Principal-In-Charge, (949) 254-9077, Rowena@c2pm.com

Address: 3152 W. Olympic Boulevard, Los Angeles, CA 90005

**Incorporation,
Formation,**

Organization: California, United States of America, S-Corporation

Applicant is a: Small Firm

Medium Firm

Large Firm

Governing Law

This letter including the attached SOQ shall be governed by and construed in all respects according to the laws of the State of California.

Certification

Under penalty of perjury, I hereby: (a) certify on behalf of the Applicant that the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in the SOQ in respect of the Applicant have been authorized by such entity, and is or are correct, complete and not materially misleading; and (b) swear and affirm that I am authorized to act on behalf of Applicant in signing and delivering this letter and acknowledge that LAWA is relying on my representation to this effect.

Applicant: C2PM

By:



Name: Rowena Altaha

Title: Principal-In-Charge

Date: October 18, 2023

NOTICE TO SIGNATORIES

A material false statement, omission or fraudulent inducement made in connection with this letter is sufficient cause for disapproval of the firm's participation in the procurement. In addition, such false submission may subject the person or entity making the false statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code Section 132, offering altered or antedated or forged documents or records; and Section 134, preparing false documentary evidence).

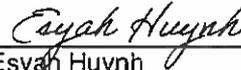
ADDENDUM NO. 001
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
at Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023.

07/19/2023

Date



Esyah Huynh
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 001 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By:



Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 002
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

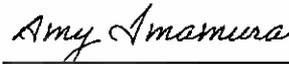
AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 1, 2023

Date



Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 002 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SQOs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By:



Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 003
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 8, 2023

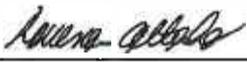
Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 003 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 004
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 12, 2023

Date

Amy Imamura

Amy Imamura

The Development Group

Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 004 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This **signed** addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 005
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 15, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 005 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 006
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 28, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 006 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: C2PM

Phone: (949) 254-9077

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

Administrative Requirement Forms

Vendor Identification Form



VENDOR IDENTIFICATION FORM

ALL FIELDS MUST BE COMPLETED. INCOMPLETE FORMS MAY BE REJECTED AND RESUBMITTED.

GENERAL INFORMATION	
Legal Name	C2PM
Doing Business As (DBA)	C2PM
IRS Taxpayer ID No. (EIN or SSN)	02-0612145
If applicable:	2278165
Submit IRS W9 form (required)	
CA SOS Entity/Registration No.	
CA DTFA Seller Permit No.	N/A

For foreign vendors, click [Foreign Entity](#) for related instructions

Entity type	City of Los Angeles Office of Finance (OOB) BTRC/VRN No.	
<input type="checkbox"/> Individual/Sole Proprietor	<input type="checkbox"/> Governmental Entity	0000831926-0001-7
<input checked="" type="checkbox"/> Corporation	<input type="checkbox"/> Other:	<input type="checkbox"/> BTRC/VRN application pending (attach proof of submission)
<input type="checkbox"/> Partnership		For further information click Office of Finance

BUSINESS ADDRESS					
Street	3152 W. Olympic Boulevard	Contact	Rowena Altaha		
City	Los Angeles	Phone	(949) 254-9077	Fax	
State/Region	CA	Zip Code	90005	Email	Rowena@c2pm.com
Country	United States	Remittance address: (If different from above)	Same As Above		

CALIFORNIA FRANCHISE TAX BOARD (FTB)

An FTB form is required from all vendors with a payment address outside of California. Submit form 587 or 590 or **proof** of submission of form 588 or 589:

F-587 F-590 F-588 F-589

Click [FTB Publication 1017](#) for further information

BUSINESS CERTIFICATION

(Check all that apply - If required, attach copies of all applicable certifications)

- | | |
|--|--|
| <input type="checkbox"/> Airport Concessions Disadvantaged Business Enterprise (ACDBE) | <input checked="" type="checkbox"/> Minority Women Business Enterprise (M/WBE) |
| <input checked="" type="checkbox"/> Disadvantaged Business Enterprise (DBE) | <input checked="" type="checkbox"/> Small Business Enterprise* (Proprietary) |
| <input type="checkbox"/> Disabled Veteran Business Enterprise (DVBE) (LAWA) | <input checked="" type="checkbox"/> Local Small Business (LSB) (formerly SLB) |
| <input type="checkbox"/> Local Business Enterprise (LBE) | <input checked="" type="checkbox"/> Women Business Enterprise (WBE) |
| <input checked="" type="checkbox"/> Minority Business Enterprise (MBE) | |

*Per SBA or DGS criteria verification.

Legend:

BTRC - Business Tax Registration Certificate
DTFA - California Department of Tax & Fee Administration

EIN - Employer Identification number
SSN - Social Security Number

SOS - California Secretary of State
VRN - Vendor Registration Number

CERTIFICATION

The undersigned declares and certifies that all statements on this form are true and correct. I agree to notify Strategic Sourcing Division immediately of any changes to the information contained herein. I have read and agreed with the administrative requirements set for this project and have been provided as a checklist in the bid/proposal package. If selected, I/We will comply with these requirements for the duration of the contract.

Authorized Signature		Date	October 18, 2023
Print Name	Rowena Altaha	Title	President

For LAWA use only:

Requesting Division:	Contact Person:	Phone No:
----------------------	-----------------	-----------

For instructions and additional information, please click [LAWA](#), call 424-646-5380, or email Los Angeles World Airports Procurement Services Division at procurementrequirements@lawa.org

2022 Withholding Exemption Certificate**590**

The payee completes this form and submits it to the withholding agent. The withholding agent keeps this form with their records.

Withholding Agent Information

Name

City of Sacramento

Payee Information

Name

C2PM

 SSN or ITIN FEIN CA Corp no. CA SOS file no.

02-0612145

Address (apt./ste., room, PO box, or PMB no.)

3152 W. Olympic Boulevard

City (If you have a foreign address, see instructions.)

Los Angeles

State

CA

ZIP code

90005

Exemption Reason**Check only one box.**

By checking the appropriate box below, the payee certifies the reason for the exemption from the California income tax withholding requirements on payment(s) made to the entity or individual.

 Individuals — Certification of Residency:

I am a resident of California and I reside at the address shown above. If I become a nonresident at any time, I will promptly notify the withholding agent. See instructions for General Information D, Definitions.

 Corporations:

The corporation has a permanent place of business in California at the address shown above or is qualified through the California Secretary of State (SOS) to do business in California. The corporation will file a California tax return. If this corporation ceases to have a permanent place of business in California or ceases to do any of the above, I will promptly notify the withholding agent. See instructions for General Information D, Definitions.

 Partnerships or Limited Liability Companies (LLCs):

The partnership or LLC has a permanent place of business in California at the address shown above or is registered with the California SOS, and is subject to the laws of California. The partnership or LLC will file a California tax return. If the partnership or LLC ceases to do any of the above, I will promptly inform the withholding agent. For withholding purposes, a limited liability partnership (LLP) is treated like any other partnership.

 Tax-Exempt Entities:

The entity is exempt from tax under California Revenue and Taxation Code (R&TC) Section 23701 _____ (insert letter) or Internal Revenue Code Section 501(c) _____ (insert number). If this entity ceases to be exempt from tax, I will promptly notify the withholding agent. Individuals cannot be tax-exempt entities.

 Insurance Companies, Individual Retirement Arrangements (IRAs), or Qualified Pension/Profit-Sharing Plans:

The entity is an insurance company, IRA, or a federally qualified pension or profit-sharing plan.

 California Trusts:

At least one trustee and one noncontingent beneficiary of the above-named trust is a California resident. The trust will file a California fiduciary tax return. If the trustee or noncontingent beneficiary becomes a nonresident at any time, I will promptly notify the withholding agent.

 Estates — Certification of Residency of Deceased Person:

I am the executor of the above-named person's estate or trust. The decedent was a California resident at the time of death. The estate will file a California fiduciary tax return.

 Nonmilitary Spouse of a Military Servicemember:

I am a nonmilitary spouse of a military servicemember and I meet the Military Spouse Residency Relief Act (MSRRA) requirements. See instructions for General Information E, MSRRA.

CERTIFICATE OF PAYEE: Payee must complete and sign below.

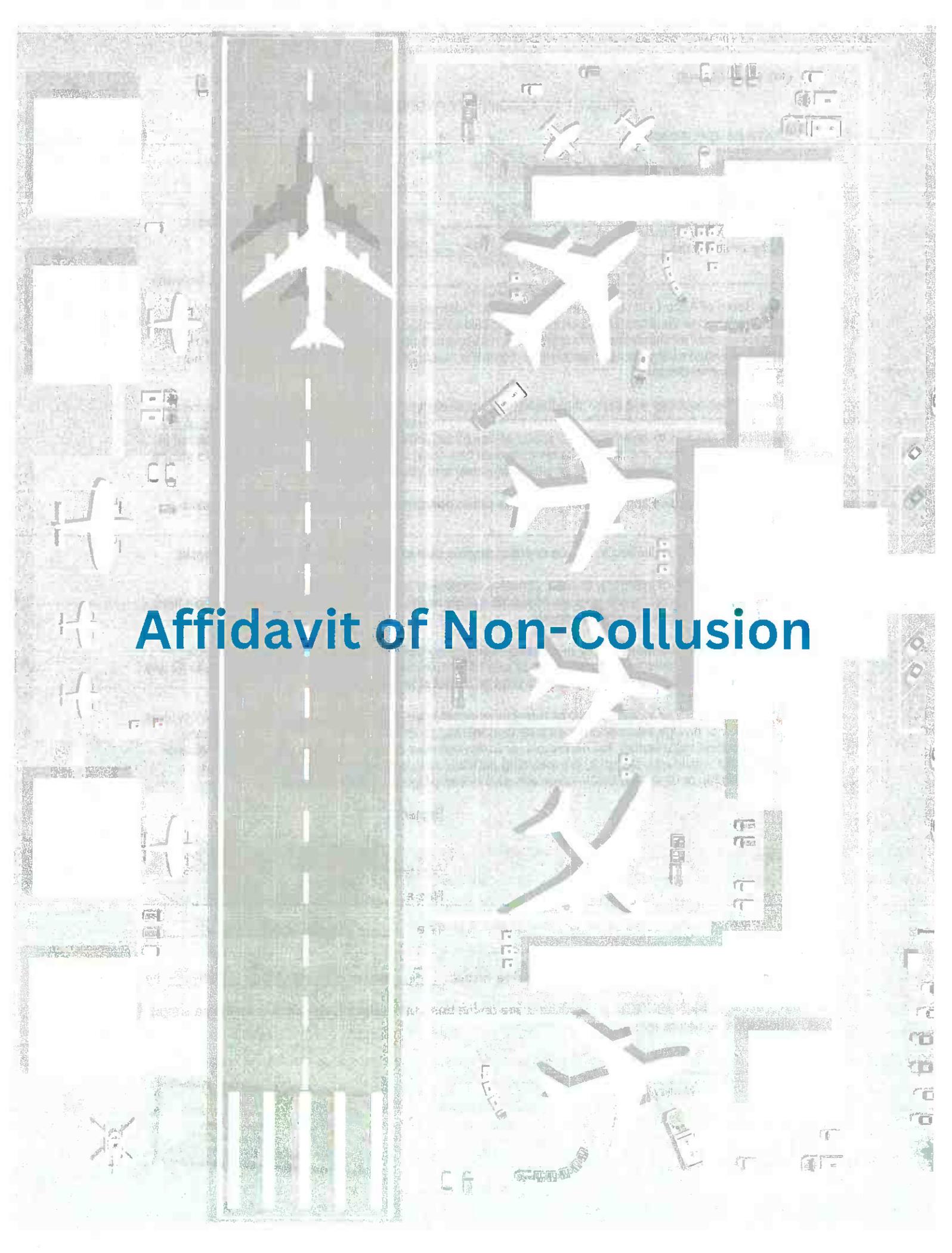
Our privacy notice can be found in annual tax booklets or online. Go to ftb.ca.gov/privacy to learn about our privacy policy statement, or go to ftb.ca.gov/forms and search for 1131 to locate FTB 1131 EN-SP, Franchise Tax Board Privacy Notice on Collection. To request this notice by mail, call 800.338.0505 and enter form code 948 when instructed.

Under penalties of perjury, I declare that I have examined the information on this form, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. I further declare under penalties of perjury that if the facts upon which this form are based change, I will promptly notify the withholding agent.

Type or print payee's name and title Rowena Altaha, PresidentTelephone (949) 254-9077

Payee's signature ▶

Date October 18, 2023

An aerial photograph of an airport tarmac. Several large commercial airplanes are parked at gates, with ground support equipment visible around them. The runway and taxiway markings are visible on the left side of the image. The text "Affidavit of Non-Collusion" is overlaid in the center in a blue, sans-serif font.

Affidavit of Non-Collusion

AFFIDAVIT TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA)
COUNTY OF Los Angeles) ss.:

Rowena Altaha being first duly sworn, deposes and says:
(Type or print name)
that he or she is the PRESIDENT of
(Type or print title)
C2PA, who submits herewith
(Type or print name of company/firm)

to the Board of Airport Commissioners the attached bid/proposal; that he or she is the person whose name is signed to the attached bid/proposal; that said bid/proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; and that such bid/proposal was not made in the interest or behalf of any person, partnership, company, association, organization, or corporation not herein named or disclosed.

Affiant further deposes and says: that the bidder/proposer has not directly or indirectly by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other bidder/proposer, or anyone else interested in the proposed contract; and that the bidder/proposer has not in any manner sought by collusion to secure for himself/herself/itself/themselves, an advantage over any other bidder/proposer.

Affiant further deposes and says that prior to the public opening and reading of bids/proposals, said bidder/proposer:

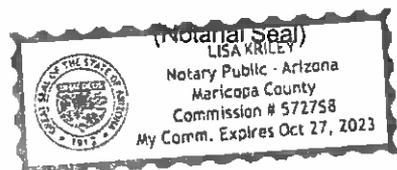
- (a) did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid/proposal;
- (b) did not, directly or indirectly, collude, conspire, connive or agree with any one else that said bidder/proposer or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw their bid/proposal;
- (c) did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the bid price of said bidder/proposer or of anyone else, or to raise or fix any overhead, profit or cost element of their price or of that of anyone else;
- (d) did not, directly or indirectly, submit their bid/proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association organization, bid depository, or to any member or agent, thereof, or to any individual or group of individuals, except to the awarding authority or to any person or person who have a partnership or other financial interest with said bidder/proposer in their business.

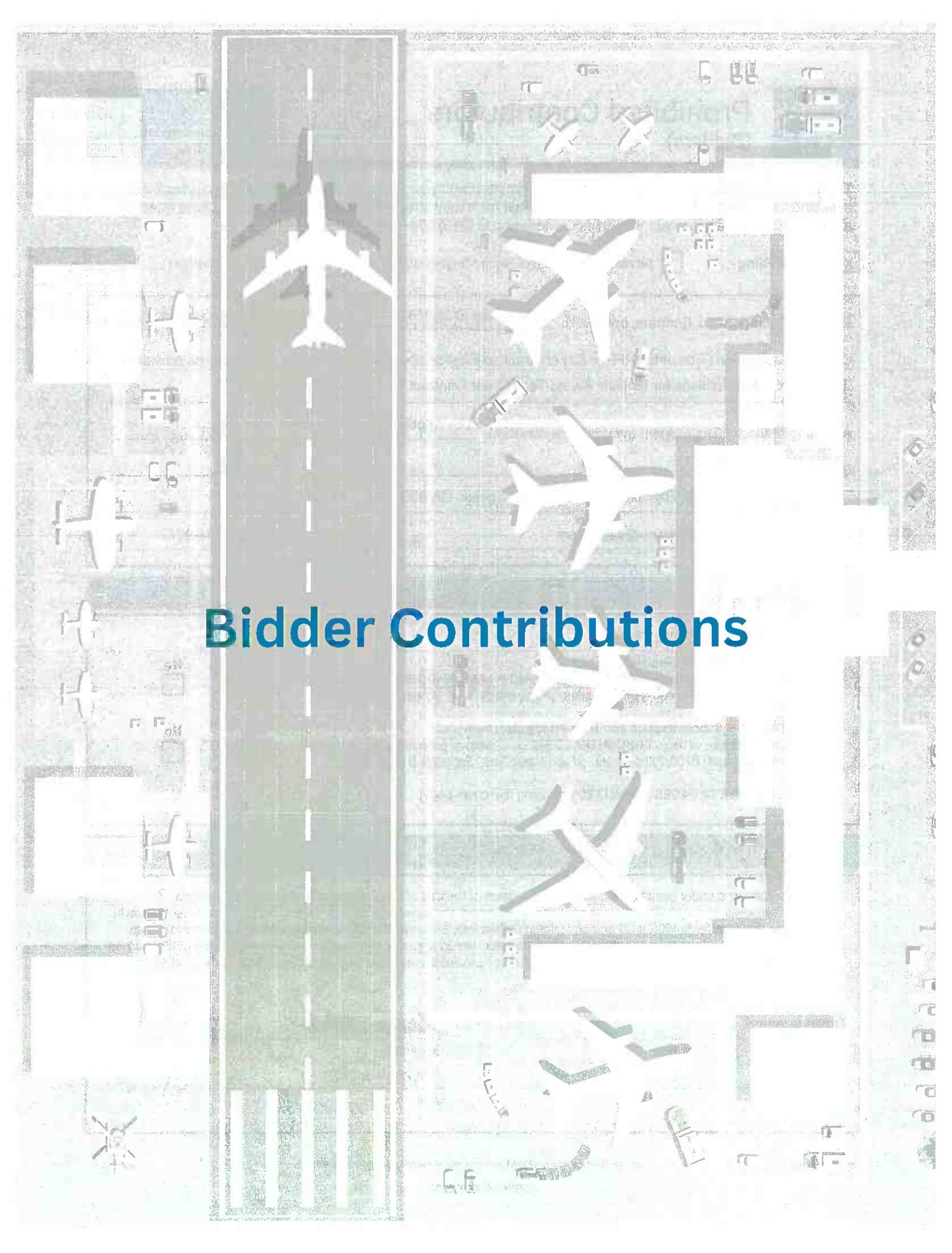
Signed:

Rowena Altaha
Name: Rowena Altaha
Title: President

Subscribed and sworn to (or affirmed) before me on this 3 day of August, 2023, by Rowena Altaha, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

[Signature]
Notary Public



An aerial photograph of an airport tarmac. Several white toy airplanes are parked on the ground. The tarmac is marked with various lines and signs. The text "Bidder Contributions" is overlaid in the center of the image.

Bidder Contributions

Prohibited Contributors (Bidders)

This form must be completed in its entirety and submitted with your bid or proposal to the City department that is awarding the contract. Failure to submit a completed form may affect your bid or proposal. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing **Amendment:** Date of Signed Original 10/18/2023____ Date of Last Amendment _____

Reference Number (Bid, Contract, or RAMP): Opportunity ID 208797 Date Bid Submitted: 10/18/2023

Contract Description (Title of the RFP or City contract solicitation and description of the services to be provided):
Request for Qualifications for Multiple Award Task Order Contract for Program Services

Awarding Authority (Department awarding the contract): Los Angeles World Airport

Bidder Name: C2PM

Bidder Address: 3152 W. Olympic Boulevard, Los Angeles, CA 90005

Bidder Email Address: Rowena@c2pm.com Bidder Phone Number: (949) 254-9077

Schedule Summary

Please complete all three of the following:

- | | | |
|--|--|--|
| <p>1. SCHEDULE A – Bidder's Principals (check one)
The bidder has one or more PRINCIPALS, as defined in LAMC § 49.7.35(A)(6).
At least one principal is required for entities. (If you check "Yes", Schedule A is required.)</p> | <p>Yes
<input checked="" type="checkbox"/></p> | <p>No
<input type="checkbox"/></p> |
| <p>2. SCHEDULE B – Subcontractors and Their Principals (check one)
The bidder has one or more SUBCONTRACTORS on this bid or proposal with subcontracts worth \$100,000 or more. (If you check "Yes", Schedule B is required.)</p> | <p>Yes
<input checked="" type="checkbox"/></p> | <p>No
<input type="checkbox"/></p> |
| <p>3. TOTAL NUMBER OF PAGES SUBMITTED (including this cover page): <u>2</u></p> | | |

Certification

I certify the following under penalty of perjury under the laws of the City of Los Angeles and the state of California:
A) I understand, will comply with, and have notified my principals and subcontractors of the requirements and restrictions in Los Angeles City Charter § 470(c)(12) and any related ordinances; B) I understand that I must amend this form within ten business days if any information changes; C) I am the bidder named above or I am authorized to represent the bidder named above, and my name appears below; and D) The information provided in this form is true and complete to the best of my knowledge and belief.

Rowena Altaha
Name
President
Title


Signature
October 18, 2023
Date

Prohibited Contributors (Bidders)

Schedule A - Bidder's Principals

Please identify the names and titles of all the bidder's principals (attach additional sheets if necessary). Principals include a bidder's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the bidder of at least 20 percent and employees of the bidder who are authorized by the bid or proposal to represent the bidder before the City.

Name: <u>Rowena Altaha</u>	Title: <u>President</u>
Address: <u>3152 W. Olympic Boulevard, Los Angeles, CA 90005</u>	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Check this box if additional Schedule A pages are attached.

Prohibited Contributors (Bidders)

Schedule B - Subcontractors and Their Principals

Please identify all subcontractors whose subcontracts are worth \$100,000 or more. Separate Schedule B pages are required for each subcontractor who meets the threshold.

We are unable to guarantee that any of our sub-consultants will secure a contract exceeding \$100,000. In accordance with LAWA Q/A No. 40, upon being awarded a MATOC, C2PM will provide an updated CEC Form 55, detailing any sub-consultants who receive a subcontract of more than \$100,000 at the time of the task order

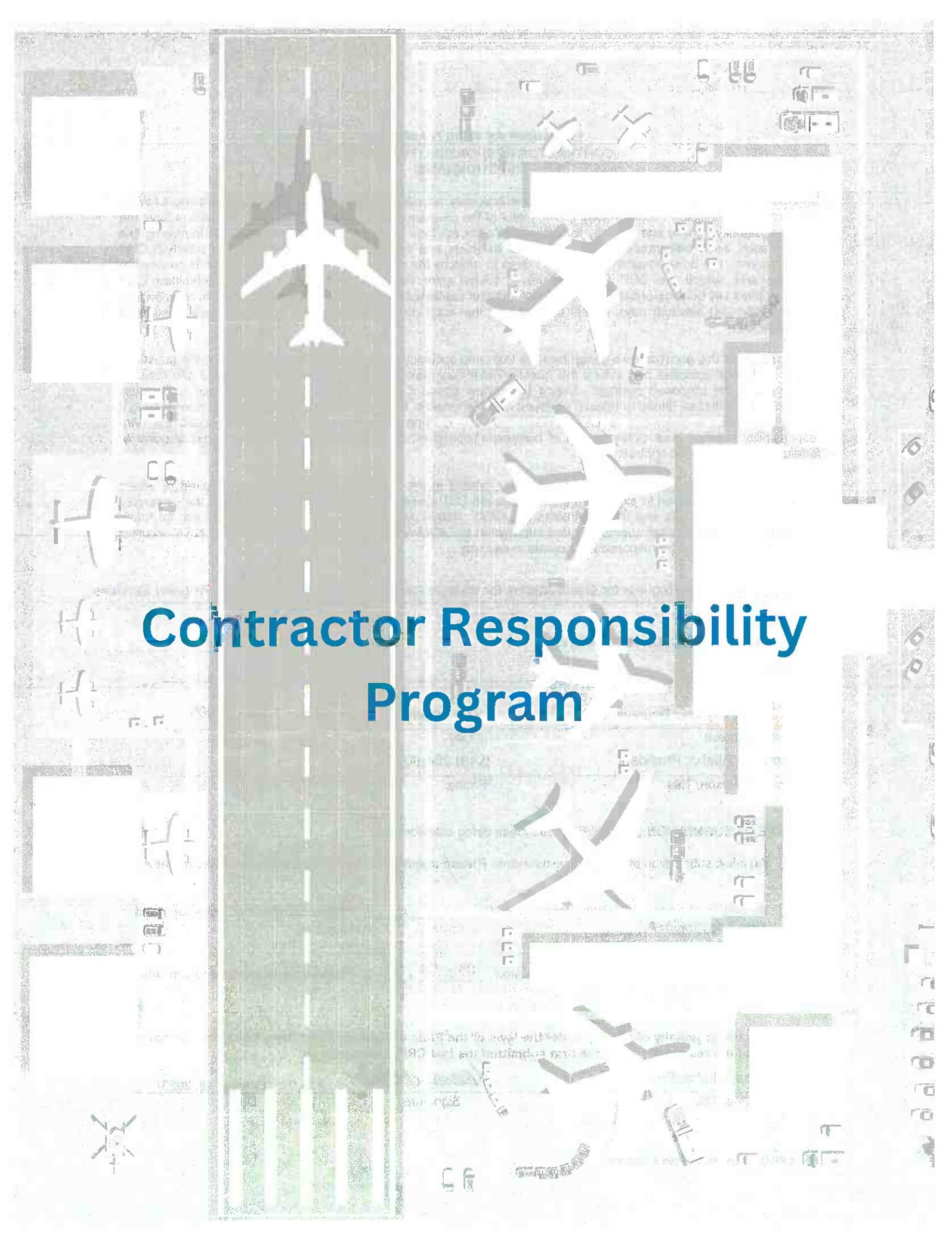
Please check one of the following options:

This subcontractor has one or more principals. Yes* No

** Each principal's name and title must be identified below. Attach additional sheets if necessary. Principals include a subcontractor's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the subcontractor of at least 20 percent and employees of the subcontractor who are authorized by the bid or proposal to represent the subcontractor before the City.*

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule B pages are attached.

An aerial photograph of an airport runway. The runway is a dark grey strip with white dashed lines down the center. Several white airplane silhouettes are shown in flight, moving away from the viewer along the runway. The surrounding area is a light grey, textured surface, possibly tarmac or taxiway, with various markings and structures visible.

Contractor Responsibility Program

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
QUESTIONNAIRE**

On December 4, 2001, the Board of Airport Commissioners adopted Resolution No. 21601, establishing LAWA's Contractor Responsibility Program (CRP). The intent of the program is to ensure that all LAWA contractors have the necessary quality, fitness and capacity to perform the work set forth in the contract. To assist LAWA in making this determination, each bidder/proposer is required to complete and submit with the bid/proposal the attached CRP Questionnaire. If a non-competitive process is used to procure the contract, the proposed contractor is required to complete and submit the CRP Questionnaire to LAWA prior to execution of the contract. Submitted CRP questionnaires will become public records and information contained therein will be available for public review for at least fourteen (14) calendar days, except to the extent that such information is exempt from disclosure pursuant to applicable law.

The signatory of this questionnaire guarantees the truth and accuracy of all statements and answers to the questions herein. Failure to complete and submit this questionnaire may make the bid/proposal non-responsive and result in non-award of the proposed contract. During the review period if the bidder/proposer or contractor (collectively referred to hereafter as "bidder/proposer") is found non-responsible, he/she is entitled to an Administrative Hearing if a written request is submitted to LAWA within ten (10) working days from the date LAWA issued the non-responsibility notice. Final determination of non-responsibility will result in disqualification of the bid/proposal or forfeiture of the proposed contract.

All Questionnaire responses must be typewritten or printed in ink. Where an explanation is required or where additional space is needed to explain an answer, use the CRP Questionnaire Attachment A. Submit the completed and signed Questionnaire and all attachments to LAWA. Retain a copy of this completed questionnaire for future reference. Contractors shall submit updated information to LAWA within thirty (30) days if changes have occurred that would make any of the responses inaccurate in any way.

A. PROJECT TITLE: Request for Qualifications for Multiple Award Task Order Contract for Program Services

B. BIDDER/CONTRACTOR INFORMATION:

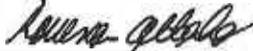
C2PM Legal Name	C2PM DBA
3152 W. Olympic Boulevard	Los Angeles
Street Address	City
Rowena Altaha, President	(949) 254-9077
Contact Person, Title	Phone
	CA 90005
	State Zip
	Fax

C. TYPE OF SUBMISSION: The CRP Questionnaire being submitted is:

- An initial submission of a CRP Questionnaire. **Please complete all questions and sign Attachment A.**
- An update of a prior CRP Questionnaire dated ____/____/____. **Please complete all questions and sign Attachment A.**
- A copy of the initial CRP Questionnaire dated 06 / 30 / 23. **Please sign below and return this page.**

I certify under penalty of perjury under the laws of the State of California that there has been no change to any of the responses since the firm submitted the last CRP Questionnaire.

Rowena, Altaha, President



October 18, 2023

Print Name, Title

Signature

Date

A. OWNERSHIP AND NAME CHANGES

1a. In the past five (5) years, has the name of the bidder/proposer (also referred to herein as "your firm") changed?

Yes No

If **Yes**, list on Attachment A all prior legal and D.B.A. names used by the bidder/proposer, the addresses of each of the identified entities, and the dates when each identified entity used those names. Additionally, please explain in detail the specific reason(s) for each name change.

1b. In the past five (5) years, has the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) engaged in the same or similar type of business as the current firm?

Yes No

If **Yes**, list on Attachment A the names of those firms.

B. FINANCIAL RESOURCES AND RESPONSIBILITY

2. In the past five (5) years, has your firm ever been the debtor in a bankruptcy proceeding?

Yes No

If **Yes**, explain on Attachment A the specific circumstances and dates surrounding each instance.

3. Is your company now in the process of, or in negotiations toward, or in preparations for being sold?

Yes No

If **Yes**, explain on Attachment A the specific circumstances, including to whom being sold and principal contact information.

4. In the past five (5) years, has your firm's financial position significantly changed?

Yes No

If **Yes**, explain the specific circumstances on Attachment A.

5. In the past five (5) years, has your firm ever been denied bonding?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance and include the name of the bonding company.

6. In the past five (5) years, has any bonding company made any payments to satisfy any claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

PERFORMANCE HISTORY

7. In the past five (5) years, has your firm or the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) defaulted under a contract with a governmental entity or with a private individual or entity?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

8. In the past five (5) years, has a governmental or private entity or individual terminated your firm's contract prior to completion of the contract?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, and principal contact information.

9. In the past five (5) years, has your firm ever failed to meet any scheduled deliverables or milestones?

Yes No

If **Yes**, explain on Attachment A the circumstances surrounding each instance, and principal contact information.

10. In the past ten (10) years, has the bidder/proposer had any contracts with any private or governmental entity to perform work which is similar, in any way, to the work to be performed on the contract for which you are bidding or proposing?

Yes No

If **Yes**, list on a separate attachment, for each contract listed in response to this question: (a) contract number and dates; (b) awarding authority; (c) contact name and phone number; (d) description and success of performance; and (e) total dollar amount. Include audit information if available.

COMPLIANCE

11. In the past five (5) years, has your firm or any of its owners, partners, or officers, been penalized for or been found to have violated any federal, state, or local laws in the performance of a contract, including but not limited to laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

12. In the past five (5) years, has your firm ever been debarred or determined to be a non-responsible bidder contractor?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the current status.

BUSINESS INTEGRITY

13. In the past five (5) years, has your firm been convicted of, or found liable in a civil suit for making a false claim(s) or material misrepresentation(s) to any private or governmental entity?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

14. In the past five (5) years, has your firm or any of its executives, management personnel, and owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract; or the crime of theft, fraud, embezzlement, perjury, or bribery?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and current status.

**ATTACHMENT "A"
FOR ANSWERS TO QUESTIONS IN SECTIONS A THROUGH E**

Use the space below to provide required additional information or explanation(s). Information submitted on this sheet must be typewritten. Indicate the question for which you are submitting the additional information. Information submitted on this Attachment will be available for public review, except to the extent that such information is exempt from disclosure pursuant to applicable law. **Insert additional Attachment A pages as necessary.**

CERTIFICATION UNDER PENALTY OF PERJURY

I certify under penalty of perjury under the laws of the State of California that I have read and understand the questions contained in this CRP Questionnaire. I further certify that I am responsible for the completeness and accuracy of the answers to each question, and that all information provided in response to this Questionnaire is true to the best of my knowledge and belief.

Rowena Altaha, President



June 30, 2023

Print Name, Title

Signature

Date

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
PLEDGE OF COMPLIANCE**

The Los Angeles World Airports (LAWA) Contractor Responsibility Program (Board Resolution #21601) provides that, unless specifically exempted, LAWA contractors working under contracts for services, for purchases, for construction, LAWA licensees with licenses, agreements or permits issued under the Certified Service Provider Program, and LAWA tenants with leases, that require the Board of Airport Commissioners' approval shall comply with all applicable provisions of the LAWA Contractor Responsibility Program. Bidders and proposers are required to complete and submit this Pledge of Compliance with the bid or proposal or with an amendment of a contract subject to the CRP. In addition, within 10 days of execution of any subcontract, the contractor shall submit to LAWA this Pledge of Compliance from each subcontractor who has been listed as performing work on the contract.

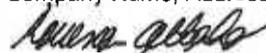
The contractor agrees to comply with the Contractor Responsibility Program and the following provisions:

- (a) To comply with all applicable Federal, state, and local laws in the performance of the contract, including but not limited to, laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees.
- (b) To notify LAWA within thirty (30) calendar days after receiving notification that any government agency has initiated an investigation that may result in a finding that the contractor is not in compliance with paragraph (a).
- (c) To notify LAWA within thirty (30) calendar days of all findings by a government agency or court of competent jurisdiction that the contractor has violated paragraph (a).
- (d) To provide LAWA within thirty (30) calendar days updated responses to the CRP Questionnaire if any change occurs which would change any response contained within the completed CRP Questionnaire. Note: This provision does not apply to amendments of contracts not subject to the CRP and to subcontractors not required to submit a CRP Questionnaire.
- (e) To ensure that subcontractors working on the LAWA contract shall complete and sign a Pledge of Compliance attesting under penalty of perjury to compliance with paragraphs (a) through (c) herein. To submit to LAWA the completed Pledges.
- (f) To notify LAWA within thirty (30) days of becoming aware of an investigation, violation or finding of any applicable federal, state, or local law involving the subcontractors in the performance of a LAWA contract.
- (g) To cooperate fully with LAWA during an investigation and to respond to request(s) for information within ten (10) working days from the date of the Notice to Respond.

Failure to sign and submit this form to LAWA with the bid/proposal may make the bid/proposal non-responsive.

C2PM, 3152 W. Olympic Boulevard, Los Angeles, CA 90005

Company Name, Address and Phone Number



Signature of Officer or Authorized Representative

October 18, 2023

Date

Rowena Altaha, President

Print Name and Title of Officer or Authorized Representative

Request for Qualifications for Multiple Award Task Order Contract for Program Services

Project Title

An aerial photograph of an airport tarmac. Several large commercial airplanes are parked at gates, with their tails facing away from the viewer. The tarmac is paved and has various markings and structures visible. The background shows some airport buildings and more aircraft.

Iran Contracting Compliance Affidavit

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; **or**
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

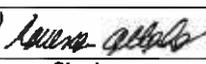
The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing ONE of the options shown below.

OPTION #1: CERTIFICATION

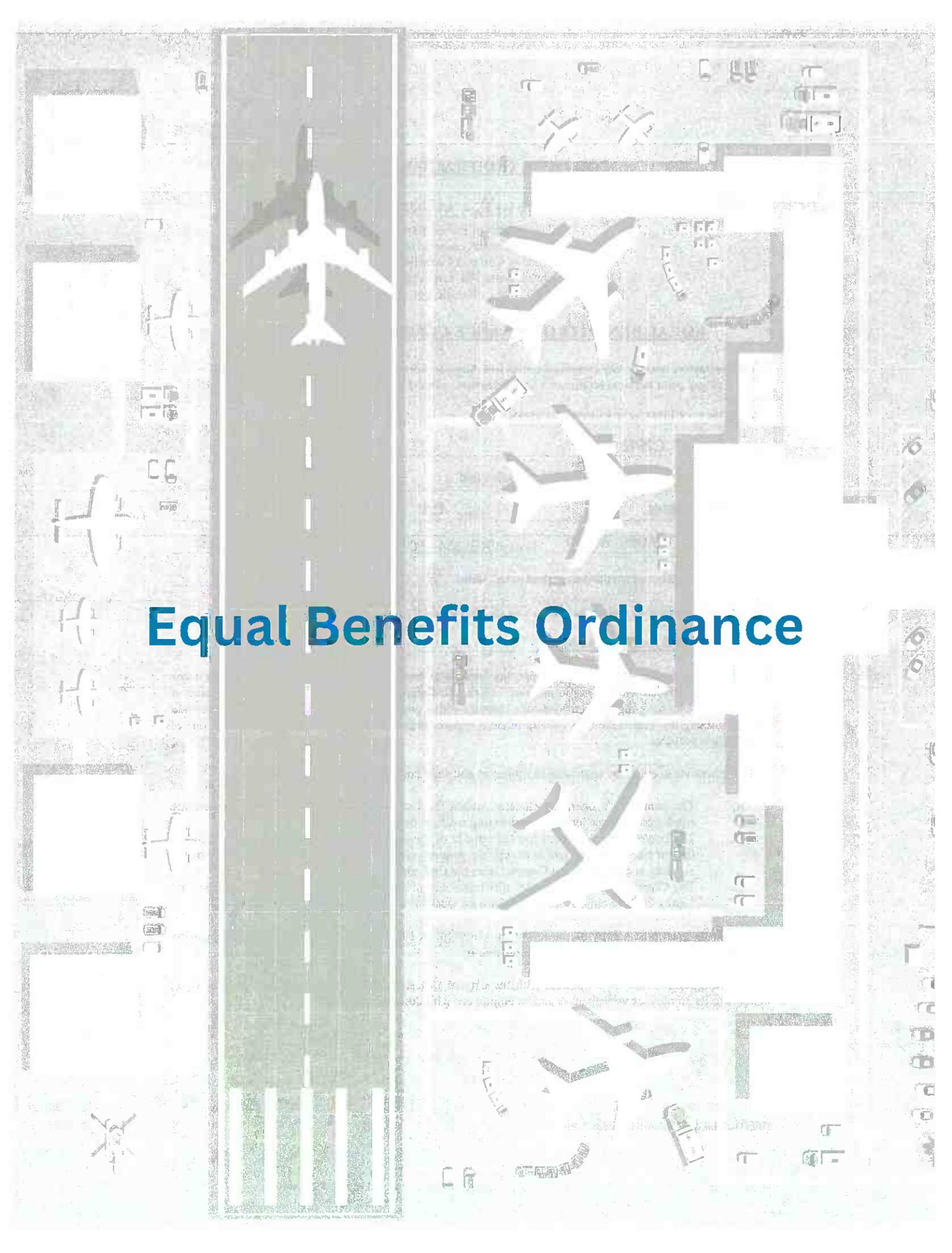
I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DSG list of persons engaged in investment activities in Iran.

<i>Vendor Name/Financial Institution (printed)</i> C2PM		<i>BTRC (or n/a)</i> 0000831926-0001-7
<i>By (Authorized Signature)</i> 		
<i>Print Name and Title of Person Signing</i> Rowena Altaha, President		
<i>Date Executed</i> 10/03/2023	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (printed)</i>		<i>BTRC (or n/a)</i>
<i>By (Authorized Signature)</i>		
<i>Print Name and Title of Person Signing</i>		
<i>Date Executed</i>	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

An aerial photograph of an airport tarmac. Several large commercial airplanes are parked at gates, with their tails facing away from the camera. The tarmac is paved and has various markings and structures visible. The text "Equal Benefits Ordinance" is overlaid in the center of the image.

Equal Benefits Ordinance

LAWA EBO COMPLIANCE

FOR LAWA CONTRACTORS ONLY

City of Los Angeles
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway, Suite 300, Los Angeles, CA 90015
Phone: (213) 847-2625 E-mail: bca.eeoe@lacity.org

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

Company Name: C2PM

Company Address: 3152 W. Olympic Boulevard

City: Los Angeles State: CA Zip: 90005

Contact Person: Rowena Altaha Phone: (949) 254 - 9077 E-mail: Rowena@c2pm.com

Approximate Number of Employees in the United States: 19

Approximate Number of Employees in the City of Los Angeles: 11

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The contractor's operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The contractor's operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor's presence at or on the property is connected to a Contract with the City; and
- C. The Contractor's employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

"During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners."

LAWA EBO COMPLIANCE

SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- I have no employees.
I provide no benefits.
I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
I provide equal benefits as required by the City of Los Angeles EBO.
I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.
Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date)
Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

C2PM will comply with the Equal Benefits Ordinance requirements as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 18th day of October, in the year 20 23, at Los Angeles, CA
Signature: Rowena Altaha
Mailing Address: 3152 W. Olympic Boulevard, Los Angeles, CA 90005
Name of Signatory (please print): Rowena Altaha
Title: President
City, State, Zip Code: Los Angeles, CA 90005
EIN/TIN: 02-0612145



Municipal Lobbying Ordinance

Bidder Certification

This form must be submitted with your bid or proposal to the City department that is awarding the contract noted below. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing **Amendment:** Date of Signed Original 10/18/2023 Date of Last Amendment _____

Reference Number (Bid, Contract, or RAMP) 208797	Awarding Authority (Department awarding the contract) Los Angeles World Airport
Bidder Name C2PM	
Address 3152 W. Olympic Boulevard, Los Angeles, CA 90005	
Email Address Rowena@c2pm.com	Phone Number (949) 254 -9077

Certification

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

A. I am applying for one of the following types of contracts with the City of Los Angeles:

1. A goods or services contract with a value of more than \$25,000 and a term of at least three months;
2. A construction contract with any value and duration;
3. A financial assistance contract, as defined in Los Angeles Administrative Code § 10.40.1(h), with a value of at least \$100,000 and a term of any duration; or
4. A public lease or license, as defined in Los Angeles Administrative Code § 10.40.1(i), with any value and duration.

B. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

Rowena Altaha _____

Name



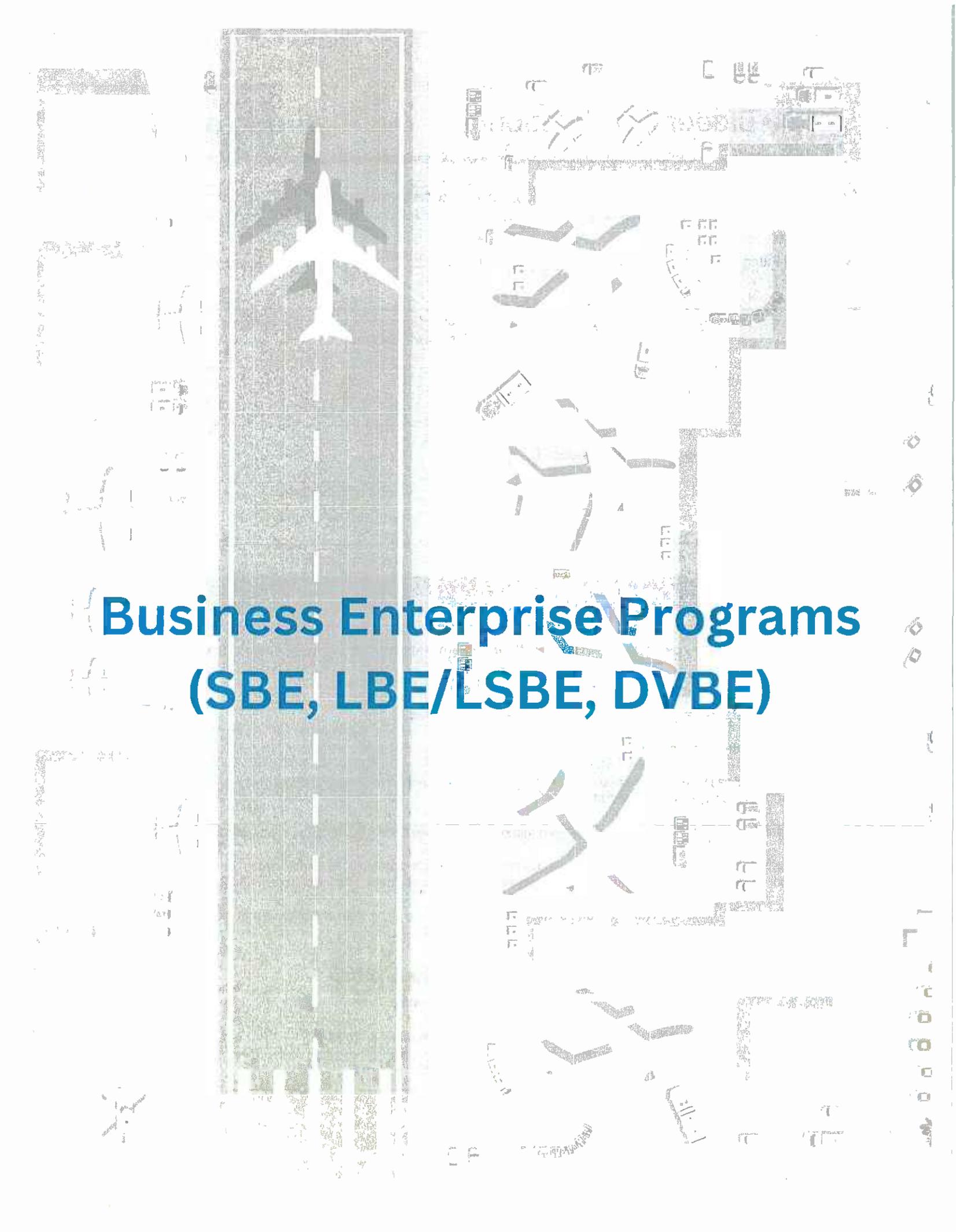
Signature

President _____

Title

October 18, 2023 _____

Date



Business Enterprise Programs (SBE, LBE/LSBE, DVBE)

AFFIDAVIT REQUIRED OF ALL PROPOSERS/BIDDERS

(This Affidavit will become part of the contract for the selected Proposer/Bidder)

The City of Los Angeles, Los Angeles World Airports (LAWA) is committed to creating an environment that provides all individuals and businesses open access to the business opportunities available at LAWA.

MANDATORY BUSINESS ENTERPRISE PARTICIPATION LEVELS:

This Project has the following mandatory participation levels:	If awarded the contract, the selected Proposer/Bidder commits to achieving the following participation levels on the Project:
SBE <u>30</u> %	SBE <u>50</u> %
LBE <u>14</u> %	LBE <u>15</u> %
LSBE <u>11</u> %	LSBE <u>15</u> %
DVBE <u>2</u> %	DVBE <u>4</u> %

Achievement level(s) will be calculated as the percentage of the total contract amount for which SBEs, LBEs, LSBEs or DVBEs were utilized. The selected Proposer/Bidder's performance on the applicable business enterprise levels will be monitored throughout the duration of the contract, and the business enterprise achievement levels will be calculated at the end of the contract term.

SUBCONTRACTORS:

As applicable, the selected Proposer/Bidder will be required to comply with California's "Subletting and Subcontracting Fair Practices Act" (Public Contract Code Sections 4100 et seq.) (www.leginfo.ca.gov/cgi-bin/calawquery?code=section=pcc&codebody=&hits=20).

Any reduction, increase, or other change to the SBE, LBE, LSBE or DBVE Subcontract amounts without prior written approval of Procurement Services Division (PSD) is considered an Unauthorized Subcontractor Substitution, and the selected Proposer/Bidder may be subject to a penalty. A subcontract dollar value increased or reduced solely as the result of a Change Order issued by LAWA to add or delete from the original scope of work shall not be subject to a penalty for an Unauthorized Subcontractor Substitution.

Proposers/Bidders must list all Subcontractors on LAWA's Subcontractor Participation Plan and include all requested information. Only PSD is authorized to grant either initial approval of Subcontractor(s) or additions, deletions, and substitutions.

PENALTIES:

Violation of the SBE, LBE, LSBE and DVBE Program Rules and Regulations (http://www.lawa.org/welcome_LAWA.aspx?id=146) may result in financial penalties.

At the end of each project, LAWA may withhold as disputed funds 15% of the total dollar value of all subcontract(s) that appear to be in violation of the SBE, LBE, LSBE or DVBE Programs and 15% of the total dollar value of all subcontract(s) where work was performed on the project without, or prior to, approval by LAWA.

REPORTING REQUIREMENTS:

The selected Proposer/Bidder shall submit to LAWA, on a monthly basis, together with its invoice the Subcontractor Utilization Report listing the SBE, LBE, LSBE or DVBE subcontractors utilized during the reporting period. LAWA will not process or pay selected Proposer/Bidder's subsequent invoices if the Subcontractor Utilization Reports are not submitted with the monthly invoice.

The Contractor must submit the Final Subcontracting Report to PSD within fifteen (15) calendar days after a request for the report by PSD. Failure to comply shall result in the assessment of liquidated damages in the amount of \$100.00 per day by LAWA.

CERTIFICATION

The Bidder/Proposer certifies that it/he/she has read and understood the SBE, LBE, LSBE and DVBE Program Rules and Regulations (located at http://www.lawa.org/welcome_LAWA.aspx?id=146) and further certifies that, if awarded the Contract, it/he/she shall fully comply with LAWA's SBE, LBE, LSBE and DVBE Programs.

C2PM, 3152 W. Century Boulevard, Los Angeles, CA 90005

Company Name, Address and Phone Number

Rowena Altaha

October 18, 2023

Signature of Officer or other Authorized Representative

Date

Rowena Altaha, President

Print Name and Title of Officer or Other Authorized Representative

Request for Qualifications for Multiple Award Task Order Contract for Program Services

Project Title

SUBCONTRACTOR PARTICIPATION PLAN

PROJECT TITLE: Request for Qualifications for Multiple Award Task Order Contract for Program Services

TODAY'S DATE: January 18, 2024

BIDDER/PROPOSER COMPANY INFORMATION		Bid/PROPOSAL AMOUN		DESCRIPTION OF PROJECT SERVICES
NAME: C2PM	ETHNICITY: Asian-American			Program, Project and Construction Management, Project Controls, Inspection
ADDRESS: 3152 W. Century Blvd.	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, CA 90005	FEDERAL TAX ID #: 02-0612145			
CONTACT NAME: Rowena Altaha	EMAIL: Rowena@c2pm.com			
TELEPHONE No.: (949) 254-9077				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER: Supplier Clearinghouse				
				NAICS: 237990, 541330, 541350, 541611, 541613, 541618, 541620, 561990
SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: 3D Built, Inc.	ETHNICITY: Caucasian	TBD	TBD	Program, Project and Construction Management, Inspection, Planning
ADDRESS: 3415 S. Sepulveda Blvd., Suite 1100	GENDER: Male			
CITY/STATE/ZIP: Los Angeles, CA 90005	FEDERAL TAX ID #: 86-2189888			
CONTACT NAME: Omar Afifeh	EMAIL: Omar.Afifeh@3dbuilt.org			
TELEPHONE No.: (213) 277-8885				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
				NAICS: 236220
NAME: AB Engineering, Inc.	ETHNICITY: Caucasian	TBD	TBD	Program, Project and Construction Management, Project Controls, Inspection
ADDRESS: 6250 Camino Del Pajaro, Suite 9145	GENDER: Male			
CITY/STATE/ZIP: Rancho Santa Fe, CA 92067	FEDERAL TAX ID #: 26-2687221			
CONTACT NAME: Abe Barhoumi	EMAIL: Abe@a-b-engineering.com			
TELEPHONE No.: (858) 366-3758				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
				NAICS: 541330
NAME: Andersen Integrated Services, Inc.	ETHNICITY: Sub-Continent Indian	TBD	TBD	Environmental Testing and Monitoring
ADDRESS: 10020 National Blvd.	GENDER: Male			
CITY/STATE/ZIP: Los Angeles, CA 90034	FEDERAL TAX ID #: 02-0612145			
CONTACT NAME: Jason Ironi	EMAIL: Jason@andersenint.com			
TELEPHONE No.: (310) 854-5453				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER: Supplier Clearinghouse				
				NAICS: 541620

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES			
NAME: Aristos Strategies LLC		TBD	TBD	Community Outreach, Public Affairs, Government Relations			
ETHNICITY: Hispanic							
ADDRESS: 3152 W. Century Blvd.							
GENDER: Male							
CITY/STATE/ZIP: Los Angeles, CA 90005							
FEDERAL TAX ID #: 46-3186809							
CONTACT NAME: Gustavo Valdivia							
EMAIL: Gustavo@aristosstrategies.com		TBD	TBD	NAICS: N/A			
TELEPHONE No.: (818) 261-7151							
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE							
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA							
<input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:							
NAME: Aviation PM Consulting							
ETHNICITY: Caucasian							
ADDRESS: P.O. Box 96		TBD	TBD	Program, Project, and Construction Management, Procurement, Document Control, Risk Management			
GENDER: Male							
CITY/STATE/ZIP: Dana Point, CA 92629							
FEDERAL TAX ID #: N/A							
CONTACT NAME: Ronald Everly							
EMAIL: Ron@everly-aia.com							
TELEPHONE No.: (714) 747-6634							
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE		TBD	TBD	NAICS: 236220			
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA							
<input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:							
NAME: Bellum Smart							
ETHNICITY: Caucasian							
ADDRESS: 18141 Sweet Elm Dr.					TBD	TBD	Construction Management, Inspection, Training, Education
GENDER: Male							
CITY/STATE/ZIP: Encino, CA 91316							
FEDERAL TAX ID #: 82-2481970							
CONTACT NAME: Iman Saberi							
EMAIL: Iman@bellumsmart.com							
TELEPHONE No.: (925) 997-5337							
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE		TBD	TBD	NAICS: 237310, 541330, 61143			
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA							
<input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:							
NAME: Caltrop LLC							
ETHNICITY: Caucasian							
ADDRESS: 2372 Morse Ave.					TBD	TBD	Construction Management, Inspection, Professional and Technical Services
GENDER: Male							
CITY/STATE/ZIP: Irvine, CA 92614							
FEDERAL TAX ID #: 82-0938967							
CONTACT NAME: David Saber							
EMAIL: DSaber@caltrop.com							
TELEPHONE No.: (714) 606-4494							
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE		TBD	TBD	NAICS: 541000, 541350, 541611			
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA							
<input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:							

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: CDM Smith, Inc. ADDRESS: 600 Wilshire Blvd., Suite 750 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: David Jensen TELEPHONE No.: (213) 457-2145 ETHNICITY: Caucasian GENDER: Male FEDERAL TAX ID #: 04-247-3650 EMAIL: JensenDJ@cdmsmith.com		TBD	TBD	Project and Construction Management, Engineering, Environmental NAICS: 541330, 541620
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
NAME: Cobec Consulting, Inc. ADDRESS: 500 L'Enfant Plaza SW, Suite 1100 CITY/STATE/ZIP: Washington, DC 20024 CONTACT NAME: Chuck Knight TELEPHONE No.: (724) 989-7062 ETHNICITY: Caucasian GENDER: Male FEDERAL TAX ID #: 26-0319209 EMAIL: CKnight@cobec.com		TBD	TBD	Project Management, Cost Estimating, Scheduling NAICS: 541611, 541330
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
NAME: David Engineering LLC ADDRESS: 21515 Hawthorne Blvd., Suite 200-95 CITY/STATE/ZIP: Torrance, CA 90503 CONTACT NAME: Shawn Coleman TELEPHONE No.: (213) 268-3519 ETHNICITY: African American GENDER: Male FEDERAL TAX ID #: 46-1538224 EMAIL: SColeman@davidengcorp.com		TBD	TBD	Project and Construction Management, Project Controls NAICS: 541330
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
NAME: Ellana Construction Consultants ADDRESS: 400 Continental Blvd., 6 th Floor CITY/STATE/ZIP: El Segundo, CA 90245 CONTACT NAME: Ella Bereznitsky TELEPHONE No.: (323) 618-1894 ETHNICITY: Caucasian GENDER: Female FEDERAL TAX ID #: 87-0965192 EMAIL: EBereznitsky@llena.net		TBD	TBD	Cost Estimating, Scheduling, BIM NAICS: 541330
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: EXP U.S. Services, Inc. ADDRESS: 330 N. Brand Ave., Suite 950 CITY/STATE/ZIP: Glendale, CA 91203 CONTACT NAME: Abdollah Ansari TELEPHONE No.: (818) 903-2954 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Project Management, Architecture, Engineering
				NAICS: 541310
NAME: First Choice DVBE ADDRESS: 8649 Vane Court CITY/STATE/ZIP: Granite Bay, CA 95746 CONTACT NAME: Murray Peters TELEPHONE No.: (916) 765-9111 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Contract Management, Administration
				NAICS: 541330
NAME: General Technologies and Solutions ADDRESS: 11900 W. Olympic Blvd., Suite 450 CITY/STATE/ZIP: Los Angeles, CA 90064 CONTACT NAME: Rawad Hani TELEPHONE No.: (213) 267-2332 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Transportation Engineering, Planning, and Technology Solutions
				NAICS: 541330
NAME: Greater Than Design x Development LLC ADDRESS: 7928 W. 79 th St. CITY/STATE/ZIP: Playa Del Ray, CA 90293 CONTACT NAME: Javier Malespin TELEPHONE No.: (213) 500-2899 CERTIFICATION TYPE: <input checked="" type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Airport Terminal Design and Development, Airport Concessions Program Design and Development
				NAICS: 236220, 541310, 541340, 541490, 541611, 722310

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: ICM Federal, Inc. ADDRESS: 7033 Topanga Canyon Rd. CITY/STATE/ZIP: Los Angeles, CA 91303 CONTACT NAME: Sarah Hashemi TELEPHONE No.: (240) 671-2262 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input checked="" type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Program Management and Support, Fiscal & Acquisition Planning and Support, Program and Budget/Management Analysis, Change Management, Cost Estimating and Analysis Data Analytics, and Earned Value Management Enterprise Resource Planning NAICS: 541990, 541330, 541611, 237310, 237990
NAME: Kane Construction Services, Inc. ADDRESS: 1120 Chandler Blvd., Suite 3110W CITY/STATE/ZIP: North Hollywood, CA 91601 CONTACT NAME: Dinukshi Kane TELEPHONE No.: (818) 793-3721 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				TBD
NAME: Kleinfelder, Inc. ADDRESS: 660 S. Figueroa Street, Suite 1900 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: Dany Hanna TELEPHONE No.: (213) 622-3706 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	
NAME: MACE North America Limited ADDRESS: 865 S. Figueroa St., Suite 2640 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: Carl Dainter TELEPHONE No.: +44 (0) 780-873-5252 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				TBD

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: Pacific Pros ADDRESS: 18 Crestview CITY/STATE/ZIP: Aliso Viejo, CA 92656 CONTACT NAME: Ryan Kash TELEPHONE No.: (949) 535-0533 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		TBD	TBD	Construction Engineering, Inspection, Quality Management NAICS: 541330, 237310, 237990, 541350, 541611, 541691
NAME: PMA Consultants LLC ADDRESS: P5000 E. Spring St., Suite 380 CITY/STATE/ZIP: Long Beach, CA 90815 CONTACT NAME: Dina Keirouz TELEPHONE No.: (215) 498-4496 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER: National Minority Supplier				TBD
NAME: SCA Strategic Partnership International ADDRESS: 355 South Grand Ave., Suite 2450 CITY/STATE/ZIP: Los Angeles, CA 90071 CONTACT NAME: Joyce Sloss TELEPHONE No.: (213) 453-1180 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER: SAM.Gov		TBD	TBD	Inclusivity Workforce, Economic Impact Support NAICS: 541611
NAME: Stantec Consulting Services, Inc. ADDRESS: 801 S. Figueroa St., Suite 300 CITY/STATE/ZIP: Los Angeles, CA 90017 CONTACT NAME: Greg Sebourn TELEPHONE No.: (949) 923-6953 CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				TBD

SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: STV Construction, Inc.	ETHNICITY: N/A	TBD	TBD	Project and Construction Management, Project Controls, Safety
ADDRESS: 1055 West Seventh St., Suite 2900	GENDER: N/A			
CITY/STATE/ZIP: Los Angeles, CA 90017	FEDERAL TAX ID #: 23-2933918			
CONTACT NAME: David Watson	EMAIL: David.Watson@stvinc.com			
TELEPHONE No.: (530) 802-6911				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWOBC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		NAICS: 541330		
NAME: Verdical Group	ETHNICITY: Caucasian	TBD	TBD	Building Commissioning and Sustainability Services
ADDRESS: 199 S. Robles Ave., Suite 300	GENDER: Male			
CITY/STATE/ZIP: Pasadena, CA 91101	FEDERAL TAX ID #: 46-1364109			
CONTACT NAME: Drew Shula	EMAIL: Drew.Shula@verdicalgroup.com			
TELEPHONE No.: (213) 282-7607				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWOBC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:		NAICS: 541330, 541690		

I certify under the penalty of perjury that the information contained on this form is true and correct and that the firms listed are the subcontractors anticipated to be utilized if this project is awarded to the above prime contractor. I agree to comply with any applicable provisions for additions and substitutions, and I further understand and agree that any and all changes or substitutions must be authorized by the LAWA Procurement Services Division prior to their implementation. An amended Subcontractor Participation Plan is required for any substitution or change to Subcontractors listed on the originally submitted Plan.

PARTICIPATION LEVEL(S) PROPOSED BY BIDDER/PROPOSER	_____	<input type="checkbox"/> ACDBE
	_____	<input type="checkbox"/> DBE
	4%	<input checked="" type="checkbox"/> DVBE
	15%	<input checked="" type="checkbox"/> LBE
	15%	<input checked="" type="checkbox"/> LSBE
	_____	<input type="checkbox"/> MBE/WBE
_____	50%	<input checked="" type="checkbox"/> SBE

GOAL(S) STATED IN THE REQUEST FOR Bid/PROPOSAL	_____	<input type="checkbox"/> ACDBE
	_____	<input type="checkbox"/> DBE
	2%	<input checked="" type="checkbox"/> DVBE
	14%	<input checked="" type="checkbox"/> LBE
	11%	<input checked="" type="checkbox"/> LSBE
	_____	<input type="checkbox"/> MBE/WBE
_____	30%	<input checked="" type="checkbox"/> SBE



SIGNATURE

January 18, 2024

DATE

Rowena Altaha

PRINT NAME

President

TITLE

(949) 254-9077

PHONE NUMBER

An aerial photograph of an airport. A long runway with a dashed white center line runs vertically through the middle. To the right of the runway, there are taxiways and several airplanes parked or taxiing. The background shows a grid of streets and buildings.

Conflict of Interest Disclosure Forms

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	
REPRESENTATIVE NAME	Rowena Altaha
REPRESENTATIVE CONTACT DETAILS	(949) 254-9077 Rowena@c2pm.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	1 st Choice DVBE
REPRESENTATIVE NAME	Murray Peters
REPRESENTATIVE CONTACT DETAILS	(916) 765-9111 Murray.Peters@firstchoicedvbe.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	3D Built
REPRESENTATIVE NAME	Omar Afifeh
REPRESENTATIVE CONTACT DETAILS	(213) 277-8885 Omar.Afifeh@3DBuilt.org

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	AB Engineering
REPRESENTATIVE NAME	Abe Barhoumi
REPRESENTATIVE CONTACT DETAILS	(858) 366-3758 Abe@a-b-engineering.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Andersen Integrated Services
REPRESENTATIVE NAME	Jason Ironi
REPRESENTATIVE CONTACT DETAILS	(310) 854-5453 Jason@andersenintl.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Aristos Strategies LLC
REPRESENTATIVE NAME	Gustavo Valdivia
REPRESENTATIVE CONTACT DETAILS	(818) 261-7151 Gustavo@aristostrategies.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Aviation PM Consulting
REPRESENTATIVE NAME	Ronald Everly
REPRESENTATIVE CONTACT DETAILS	(714) 747-6634 Ron@everly-aja.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Bellum Smart
REPRESENTATIVE NAME	Iman Saberi
REPRESENTATIVE CONTACT DETAILS	(925) 997-5337 Iman@bellumsmart.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Caltrop
REPRESENTATIVE NAME	David Saber
REPRESENTATIVE CONTACT DETAILS	(714) 606-4494 DSaber@caltrop.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	CDM Smith, Inc.
REPRESENTATIVE NAME	David Jensen
REPRESENTATIVE CONTACT DETAILS	(213) 457-2200 JensenDJ@cdmsmith.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Cobec
REPRESENTATIVE NAME	Chuck Knight
REPRESENTATIVE CONTACT DETAILS	(724) 989-7062 CKnight@cobec.com

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If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	David Engineering
REPRESENTATIVE NAME	Shawn Coleman
REPRESENTATIVE CONTACT DETAILS	(213) 268-3519 SColeman@davidengcorp.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Ellana Construction Consultants
REPRESENTATIVE NAME	Ella Bereznitsky
REPRESENTATIVE CONTACT DETAILS	(323) 618-1894 Ebereznitsky@ellana.net

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If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	EXP U.S. Services, Inc.
REPRESENTATIVE NAME	Abdollah Ansari
REPRESENTATIVE CONTACT DETAILS	(818) 903-2954 Abdollah.Ansari@exp.com

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If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Greater Than DD LLC
REPRESENTATIVE NAME	Javier Malespin
REPRESENTATIVE CONTACT DETAILS	(213) 500-2899 JMalespin@greaterhandd.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

Greater Than DD LLC is requesting approval to participate on multiple Applicant teams pursuant to Section 5.2.3 because Greater Than DD LLC is a Microbusiness, defined by LAWA as having less than 25 employees and has had annual gross revenues under \$5 million for the past three years.

Form 2 - C2PM Submission - LAWA MATOC Program Services 208797

Jeff Guerra <jguerra@greaterhandd.com> to TDGProcurement 10:55AM (0 minutes ago)

Hello, we have attached a completed Form 2: Conflict of Interest Disclosure Form for Greater Than DD LLC, a subcontractor for the C2PM submission in response to RFQ #208797.

We are requesting approval for Greater Than DD LLC to participate on multiple applicant teams as the company is a Microbusiness (please see attached certification). Thank you and have a good day.

Jeff Guerra
Director | Special Projects | C. +67 318.532.1839
www.greaterhandd.com

2 Attachments • Scanned by Gmail





FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	General Technologies and Solutions (GTS)
REPRESENTATIVE NAME	Rawad Hani
REPRESENTATIVE CONTACT DETAILS	(213) 267-2332 Rawad.Hani@gentecsol.com

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If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	ICM Federal
REPRESENTATIVE NAME	Sarah Hashemi
REPRESENTATIVE CONTACT DETAILS	(240) 671-2262 Sarah.Hashemi@icmfed.com

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If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Kane Construction Services
REPRESENTATIVE NAME	Dinukshi (Dane) Kane
REPRESENTATIVE CONTACT DETAILS	(818) 793-3721 DKane@mvmntconsulting.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Kleinfelder
REPRESENTATIVE NAME	Dany Hanna
REPRESENTATIVE CONTACT DETAILS	(213) 622-3706 DHanna@kleinfelder.com

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If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	MACE North America
REPRESENTATIVE NAME	Carl Dainter
REPRESENTATIVE CONTACT DETAILS	+44 (0) 780-873-5252 Carl.Dainter@macegroup.com

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If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Pacific Pros
REPRESENTATIVE NAME	Ryan Kash
REPRESENTATIVE CONTACT DETAILS	(949) 535-0533 Ryan@PacificPros.com

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If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

Pacific Pros Consultants (“Pacific Pros”) has determined that no known conflict of interest exists for this contract; however, in the interest of disclosure below is a list of our work related to the geography covered by this contract:

Contract/Project	Nature of Services	Dates
LA County CM PW-15498	On-call Construction Support Services	2021- 2024
LA County PM PW-15784	On-call Construction Support Services	2023- 2025
LA Metro Inspection of Existing Structures AE59461000	Structural Engineering Review of Inspection Reports at 4 LA Metro light rail bridges: Slauson Avenue, Firestone Blvd Bridge, Rosecrans Flyover, and Dominguez Viaduct. Pacific work was complete in 2020.	2019-2026
Port of Long Beach PM On-Call	On-Call Project Management/Program Management Services	2023-2025

From: TDGPROCUREMENT <TDGPROCUREMENT@lawa.org>
Date: Wednesday, September 20, 2023 at 9:34 AM
To: Ryan Kash <ryan@pacificpros.com>
Subject: RE: Requesting approval to be on multiple teams for LAWA MATOC Contracts / Conflict of Interest

Thank you, Ryan.

Re: Program Services

LAWA has reviewed your Form 2 submission and confirms your eligibility, pursuant to Section 5.2.3.a.i. of the Program Services MATOC RFQ, to participate on multiple Applicant teams. Please note that all firms deemed eligible to participate on multiple Applicant teams as a Microbusiness will be required to provide evidence of certification as a Microbusiness by the State of California (or a complete application seeking the same), within 30 days following the date of execution of any Contract between the Applicant and LAWA. If submitting a completed application for certification, firms shall provide LAWA the completed certification (or if not approved, confirmation that the application has been rejected) promptly after the firm’s receipt of a response, and in no event later than 12 months following the date of execution of the Contract (unless the certification is unavoidably delayed for reasons outside the firm’s control).

We understand that you have submitted your Microbusiness certification to TDGProcurement, but note that you will also be required to provide the forms again if your Applicant team is awarded a contract.

Thank you.

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	PMA Consultants
REPRESENTATIVE NAME	Dina Keirouz
REPRESENTATIVE CONTACT DETAILS	(215) 498-4496 DKeirouz@pmaconsultants.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	SCA Strategic Partnerships International (SCA)
REPRESENTATIVE NAME	Joyce Sloss
REPRESENTATIVE CONTACT DETAILS	(213) 453-1180 Joyce@scastrategic.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

SCA is requesting approval to participate on multiple Applicant teams pursuant to Section 5.2.3 because SCA is a Microbusiness, defined by LAWA as having less than 25 employees and has had annual gross revenues under \$5 million for the past three years.

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Stantec Consulting Services, Inc.
REPRESENTATIVE NAME	Greg Sebourn
REPRESENTATIVE CONTACT DETAILS	(949) 923-6953 Greg.Sebourn@stantec.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA’s approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant’s request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	STV Construction
REPRESENTATIVE NAME	David Watson
REPRESENTATIVE CONTACT DETAILS	(530) 802-6911 David.Watson@stvinc.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

None

FORM 2 – CONFLICT OF INTEREST DISCLOSURE FORM	
APPLICANT NAME	C2PM
SUBCONSULTANT NAME	Verdical Group
REPRESENTATIVE NAME	Drew Shula
REPRESENTATIVE CONTACT DETAILS	(213) 282-7607 Drew.Shula@verdicalgroup.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Sub-Consultants, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant or other Sub-Consultant's request.

Verdical Group, Inc., is formally seeking LAWA's approval to participate on multiple Applicant teams. As a microbusiness certified by the California Department of General Services, Verdical Group meets the criteria outlined in RFQ Section 5.2.3 for such approval.

Company Information Sheets



FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	C2PM		
ROLE ON APPLICANT TEAM	<input checked="" type="checkbox"/> Prime		
	<input type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Construction Management, Project Management, Project Controls, Inspection		
SERVICES PROVIDED	Program Management, Construction Management, Project Management, Project Controls, Inspection		
MAIN OFFICE LOCATION	3152 W. Century Boulevard, Los Angeles, CA 90005	MAIN OFFICE SIZE	19
CLOSEST OFFICE TO LAX	3152 W. Century Boulevard, Los Angeles, CA 90005	CLOSEST OFFICE SIZE	11
DATE COMPANY WAS FOUNDED	2002		
GROSS ANNUAL REVENUE	\$2,500,000		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County	In California	Globally
	11	19	19
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County	In California	Globally
	0	0	0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County	In California	Globally
	7	9	9
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	1 st Choice DVBE		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Contract Management and Administration		
SERVICES PROVIDED	Contract Management and Administration		
MAIN OFFICE LOCATION	8649 Vane Court Granite Bay, CA 95746	MAIN OFFICE SIZE	1
CLOSEST OFFICE TO LAX	8649 Vane Court Granite Bay, CA 95746	CLOSEST OFFICE SIZE	1
DATE COMPANY WAS FOUNDED	2018		
GROSS ANNUAL REVENUE	\$80,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 1	In California 2	Globally 2
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	3D Built		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Planning and Program Management		
SERVICES PROVIDED	Program Management, Project Management Construction Management, Inspection and Planning		
MAIN OFFICE LOCATION	3415 S. Sepulveda Boulevard, Suite 1100 Los Angeles, CA 90045	MAIN OFFICE SIZE	8
CLOSEST OFFICE TO LAX	3415 S. Sepulveda Boulevard, Suite 1100 Los Angeles, CA 90045	CLOSEST OFFICE SIZE	8
DATE COMPANY WAS FOUNDED	2021		
GROSS ANNUAL REVENUE	\$5,654,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 8	In California 23	Globally 23
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 6	In California 6	Globally 6
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	AB Engineering		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Construction Management, Project Management, Project Controls, Inspection		
SERVICES PROVIDED	Program Management, Construction Management, Project Management, Project Controls, Inspection		
MAIN OFFICE LOCATION	6250 Camino Del Pajaro, Suite 9145, Rancho Santa Fe CA, 92067	MAIN OFFICE SIZE	8
CLOSEST OFFICE TO LAX	6250 Camino Del Pajaro, Suite 9145, Rancho Santa Fe CA, 92067	CLOSEST OFFICE SIZE	8
DATE COMPANY WAS FOUNDED	2008		
GROSS ANNUAL REVENUE	\$1,800,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 0	In California 8	Globally 8
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 4	Globally 4
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 4	Globally 4
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Andersen Integrated Services		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Environmental Testing and Monitoring, Industrial Hygiene and Safety (Testing and Monitoring of Asbestos, Lead, Mold, Soils, Air, Dust)		
SERVICES PROVIDED	Environmental Testing and Monitoring		
MAIN OFFICE LOCATION	10020 National Boulevard, Los Angeles, CA 90034	MAIN OFFICE SIZE	20
CLOSEST OFFICE TO LAX	10020 National Boulevard, Los Angeles, CA 90034	CLOSEST OFFICE SIZE	20
DATE COMPANY WAS FOUNDED	2020		
GROSS ANNUAL REVENUE	\$3,000,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 20	In California 20	Globally 20
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 1	Globally 1
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Aristos Strategies		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Community Outreach, Public Affairs, and Government Relations		
SERVICES PROVIDED	Community Outreach, Public Affairs, and Government Relations		
MAIN OFFICE LOCATION	3152 W. Century Boulevard, Los Angeles, CA 90005	MAIN OFFICE SIZE	8
CLOSEST OFFICE TO LAX	3152 W. Century Boulevard, Los Angeles, CA 90005	CLOSEST OFFICE SIZE	8
DATE COMPANY WAS FOUNDED	2013		
GROSS ANNUAL REVENUE	\$3,000,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 8	In California 8	Globally 8
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Aviation PM Consulting		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Project Management, Construction Management, Procurement, Document Controls, Risk Management		
SERVICES PROVIDED	Program Management, Project Management, Construction Management, Procurement, Document Controls, Risk Management		
MAIN OFFICE LOCATION	P.O. Box 96 Dana Point, CA 92629	MAIN OFFICE SIZE	1
CLOSEST OFFICE TO LAX	P.O. Box 96 Dana Point, CA 92629	CLOSEST OFFICE SIZE	1
DATE COMPANY WAS FOUNDED	2014		
GROSS ANNUAL REVENUE	\$250,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 0	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Bellum Smart		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Aviation Design and Construction, Quality Assurance, Training and Education Management and Development		
SERVICES PROVIDED	Construction Management, Inspection, Training, and Education		
MAIN OFFICE LOCATION	18141 Sweet Elm Drive, Encino, CA 91316	MAIN OFFICE SIZE	1
CLOSEST OFFICE TO LAX	18141 Sweet Elm Drive, Encino, CA 91316	CLOSEST OFFICE SIZE	1
DATE COMPANY WAS FOUNDED	2017		
GROSS ANNUAL REVENUE	\$80,525		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 1	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 1	Globally 1
TOTAL NUMBER OF CERTIFIED CONSTRUCTION MANAGERS (CCM)	In LA County 1	In California 1	Globally 1
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Caltrop		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Construction Inspection, Construction Management, Professional & Technical Services		
SERVICES PROVIDED	Construction Inspection, Construction Management, Professional & Technical Services		
MAIN OFFICE LOCATION	2372 Morse Avenue, Suite 335, Irvine, CA 92614	MAIN OFFICE SIZE	21
CLOSEST OFFICE TO LAX	2372 Morse Avenue, Suite 335, Irvine, CA 92614	CLOSEST OFFICE SIZE	3
DATE COMPANY WAS FOUNDED	1998		
GROSS ANNUAL REVENUE	\$1,800,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 0	In California 3	Globally 37
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 1	Globally 8
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	CDM Smith		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Project and Construction Management		
SERVICES PROVIDED	Project and Construction Management		
MAIN OFFICE LOCATION	600 Wilshire Boulevard, Suite 750, Los Angeles, CA 90017	MAIN OFFICE SIZE	41
CLOSEST OFFICE TO LAX	600 Wilshire Boulevard, Suite 750, Los Angeles, CA 90017	CLOSEST OFFICE SIZE	41
DATE COMPANY WAS FOUNDED	1947		
GROSS ANNUAL REVENUE	\$1,200,000,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 41	In California 336	Globally 5,823
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 1	Globally 18
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 4	In California 43	Globally 609
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Cobec		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Project Management, Cost Estimating, and Scheduling		
SERVICES PROVIDED	Project Management, Cost Estimating, and Scheduling		
MAIN OFFICE LOCATION	500 L'Enfant Plaza SW, Suite 1100, Washington, DC 20024	MAIN OFFICE SIZE	75
CLOSEST OFFICE TO LAX	500 L'Enfant Plaza SW, Suite 1100, Washington, DC 20024	CLOSEST OFFICE SIZE	1
DATE COMPANY WAS FOUNDED	2007		
GROSS ANNUAL REVENUE	\$17,500,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 1	In California 2	Globally 100
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	David Engineering		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Construction Management, Inspection, Project Controls, Shop Fabrication Inspection, Constructability Review, Utility Coordination, QA/QC		
SERVICES PROVIDED	Project Management, Construction Management, Project Controls		
MAIN OFFICE LOCATION	21515 Hawthorne Boulevard, Suite 200-95, Torrance, CA 90503	MAIN OFFICE SIZE	7
CLOSEST OFFICE TO LAX	21515 Hawthorne Boulevard, Suite 200-95, Torrance, CA 90503	CLOSEST OFFICE SIZE	7
DATE COMPANY WAS FOUNDED	2012		
GROSS ANNUAL REVENUE	\$810,000		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 7	In California 7	Globally 9
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 2	In California 2	Globally 3
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	Ellana Construction Consultants		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Cost Estimating, Scheduling, BIM		
SERVICES PROVIDED	Cost Estimating, Scheduling, BIM		
MAIN OFFICE LOCATION	32 Broadway, Suite 801, New York, NY 10004	MAIN OFFICE SIZE	42
CLOSEST OFFICE TO LAX	400 Continental Boulevard, 6th Floor, El Segundo, CA 90245	CLOSEST OFFICE SIZE	2
DATE COMPANY WAS FOUNDED	1998		
GROSS ANNUAL REVENUE	\$7,272,506		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

	In LA County	In California	Globally
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	2	2	45
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	0	0	1
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	0	0	2
TOTAL NUMBER OF CERTIFIED COST PROFESSIONAL (CCP) OR CERTIFIED COST ESTIMATORS (CCE)	1	1	2
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	EXP U.S. Services		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Aviation Architectural Design, Aviation Engineering, Program Management + Owner's Representation Extension of Staff Services, Construction Management, Environmental, and Sustainability		
SERVICES PROVIDED	Program Management, Architecture, Engineering		
MAIN OFFICE LOCATION	205 N Michigan Avenue, Suite 3600, Chicago, Illinois 60601	MAIN OFFICE SIZE	215
CLOSEST OFFICE TO LAX	330 North Brand Boulevard, Suite 950, Glendale, CA 91203	CLOSEST OFFICE SIZE	27
DATE COMPANY WAS FOUNDED	1906		
GROSS ANNUAL REVENUE	\$222,356,786		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 31	In California 114	Globally 4,139
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 30
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 5	In California 32	Globally 669
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	Greater Than DD		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Airport Terminal Design and Development, Airport Concessions Program Design and Development		
SERVICES PROVIDED	Airport Terminal Design and Development, Airport Concessions Program Design and Development		
MAIN OFFICE LOCATION	7928 W 79th Street Playa Del Rey, CA 90293	MAIN OFFICE SIZE	3
CLOSEST OFFICE TO LAX	7928 W 79th Street Playa Del Rey, CA 90293	CLOSEST OFFICE SIZE	3
DATE COMPANY WAS FOUNDED	2020		
GROSS ANNUAL REVENUE	\$610,958		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 3	In California 3	Globally 3
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 3
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	General Technologies and Solutions (GTS)		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Transportation Engineering, Planning, and Technology Solutions		
SERVICES PROVIDED	Transportation Engineering, Planning, and Technology Solutions		
MAIN OFFICE LOCATION	11900 W. Olympic Boulevard, Suite 450, Los Angeles, CA 90064	MAIN OFFICE SIZE	9
CLOSEST OFFICE TO LAX	11900 W. Olympic Boulevard, Suite 450, Los Angeles, CA 90064	CLOSEST OFFICE SIZE	9
DATE COMPANY WAS FOUNDED	2019		
GROSS ANNUAL REVENUE	\$1,149,171		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 5	In California 6	Globally 9
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 9
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 0	Globally 4
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

GENERAL INFORMATION

COMPANY NAME	ICM Federal		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Program Management Support Business Process, Fiscal & Acquisition Planning and Support, Program and Budget/Management Analysis, Change Management, Cost Estimating and Analysis Data Analytics, and Earned Value Management Enterprise Resource Planning		
SERVICES PROVIDED	Program Management, Program Management Support Business Process, Fiscal & Acquisition Planning and Support, Program and Budget/Management Analysis, Change Management, Cost Estimating and Analysis Data Analytics, and Earned Value Management Enterprise Resource Planning		
MAIN OFFICE LOCATION	7033 Topanga Canyon Road, Los Angeles, CA 91303	MAIN OFFICE SIZE	5
CLOSEST OFFICE TO LAX	7033 Topanga Canyon Road, Los Angeles, CA 91303	CLOSEST OFFICE SIZE	5
DATE COMPANY WAS FOUNDED	2020		
GROSS ANNUAL REVENUE	\$786,000		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 5	In California 5	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 1	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 1	Globally 1
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Kane Construction Services		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Project Management, Construction Management, Estimating, Scheduling, Inspection		
SERVICES PROVIDED	Project Management, Construction Management, Estimating, Scheduling, Inspection		
MAIN OFFICE LOCATION	11120 Chandler Boulevard, Suite 3110W, North Hollywood, CA 91601	MAIN OFFICE SIZE	1
CLOSEST OFFICE TO LAX	11120 Chandler Boulevard, Suite 3110W, North Hollywood, CA 91601	CLOSEST OFFICE SIZE	1
DATE COMPANY WAS FOUNDED	2017		
GROSS ANNUAL REVENUE	\$195,000		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 1	In California 1	Globally 1
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Kleinfelder		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Quality Assurance and Construction Materials Testing and Inspection		
SERVICES PROVIDED	Quality Assurance and Specialty Inspection including Deputy Building Inspection, Construction Inspection, Shop Fabrication Inspection, Materials Testing, Reporting, and Geotechnical Services		
MAIN OFFICE LOCATION	770 First Avenue, Suite 400, San Diego, CA 92101	MAIN OFFICE SIZE	230
CLOSEST OFFICE TO LAX	660 S. Figueroa Street, Suite 1900, Los Angeles CA 90017	CLOSEST OFFICE SIZE	42
DATE COMPANY WAS FOUNDED	1961		
GROSS ANNUAL REVENUE	\$648,845,275		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 50	In California 938	Globally 3,135
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 9
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 4	In California 117	Globally 379
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Mace North America		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Project Management, Cost Control and Management, Project Controls		
SERVICES PROVIDED	Program Management, Project Management, Construction Management, Project Controls, ORAT		
MAIN OFFICE LOCATION	1350 Broadway, Suite 408, New York, NY 10018	MAIN OFFICE SIZE	109
CLOSEST OFFICE TO LAX	865 S. Figueroa Street, Suite 2640, Los Angeles, CA, 90017	CLOSEST OFFICE SIZE	19
DATE COMPANY WAS FOUNDED	2011		
GROSS ANNUAL REVENUE	\$37,700,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 19	In California 27	Globally 7,881
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 124
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 5	Globally 203
TOTAL NUMBER OF PROJECT MANAGEMENT PROFESSIONALS (PMP)	In LA County 5	In California 15	Globally 1500
TOTAL NUMBER OF CERTIFIED COST PROFESSIONAL (CCP)	In LA County 6	In California 40	Globally 750
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Pacific Pros		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Construction Engineering and Inspection, Quality Management		
SERVICES PROVIDED	Construction Engineering and Inspection, Quality Management		
MAIN OFFICE LOCATION	18 Crestview Aliso Viejo, CA 92656	MAIN OFFICE SIZE	6
CLOSEST OFFICE TO LAX	18 Crestview Aliso Viejo, CA 92656	CLOSEST OFFICE SIZE	6
DATE COMPANY WAS FOUNDED	2013		
GROSS ANNUAL REVENUE	\$1,000,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 1	In California 6	Globally 6
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 3
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 4	Globally 4
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	PMA Consultants		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Program Management, Project Management, Construction Management, Project Controls		
SERVICES PROVIDED	Program Management, Project Management, Construction Management, Project Controls		
MAIN OFFICE LOCATION	226 West Liberty Street, Ann Arbor, MI, 48104	MAIN OFFICE SIZE	26
CLOSEST OFFICE TO LAX	5000 E. Spring Street, Suite 380, Long Beach, CA 90815	CLOSEST OFFICE SIZE	22
DATE COMPANY WAS FOUNDED	1971		
GROSS ANNUAL REVENUE	\$61,995,494		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 22	In California 44	Globally 300
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 3
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 2	In California 5	Globally 34
TOTAL NUMBER OF PROJECT MANAGEMENT PROFESSIONALS (PMP)	In LA County 6	In California 10	Globally 68
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	SCA Strategic		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Inclusivity, Workforce, and Economic Impact Support Services		
SERVICES PROVIDED	Inclusivity, Workforce, and Economic Impact Support Services		
MAIN OFFICE LOCATION	355 South Grand Avenue, Suite 2450 Los Angeles, CA 90071	MAIN OFFICE SIZE	5
CLOSEST OFFICE TO LAX	355 South Grand Avenue, Suite 2450 Los Angeles, CA 90071	CLOSEST OFFICE SIZE	5
DATE COMPANY WAS FOUNDED	2004		
GROSS ANNUAL REVENUE	Microbusiness		
INCLUSIVITY FACTORS	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 5	In California 5	Globally 5
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Stantec		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Architecture, Transportation Planning and Engineering, Public Works, Civil Engineering, and Land Surveying		
SERVICES PROVIDED	Land Surveying, Transportation Planning & Risk Management		
MAIN OFFICE LOCATION	410 17 th Street, Suite 1400 Denver, CO 80202	MAIN OFFICE SIZE	561
CLOSEST OFFICE TO LAX	801 South Figueroa Street, Suite 300 Los Angeles, CA 90017	CLOSEST OFFICE SIZE	94
DATE COMPANY WAS FOUNDED	1929		
GROSS ANNUAL REVENUE	\$3,650,601,869		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 260	In California 1,680	Globally 28,420
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 21	In California 69	Globally 550
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 41	In California 238	Globally 3,486
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET

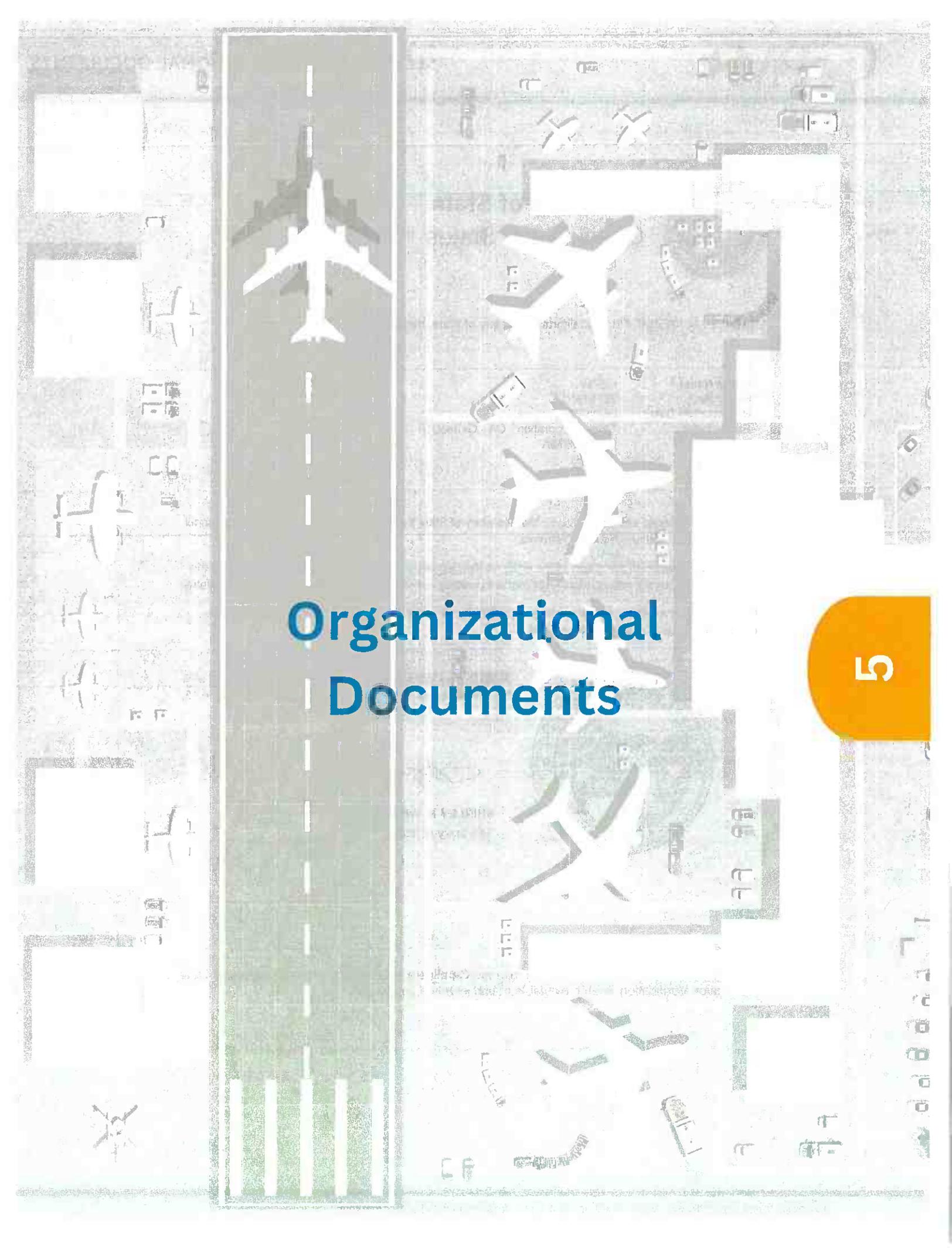
GENERAL INFORMATION

COMPANY NAME	STV Construction		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Planning, Engineering, Architectural, Environmental, Construction Management, and Project Controls		
SERVICES PROVIDED	Planning, Engineering, Architectural, Environmental, Construction Management, and Project Controls		
MAIN OFFICE LOCATION	225 Park Avenue South, 5th Floor, New York, NY 10003	MAIN OFFICE SIZE	800+
CLOSEST OFFICE TO LAX	1055 West Seventh Street, Suite 2900, Los Angeles, CA 90017	CLOSEST OFFICE SIZE	146
DATE COMPANY WAS FOUNDED	1996		
GROSS ANNUAL REVENUE	\$696,026,000		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		

WORKFORCE: SIZE & CREDENTIALS

TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County	In California	Globally
	81	146	2,553
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County	In California	Globally
	Unable to Quantify	11	217
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County	In California	Globally
	Unable to Quantify	78	1,559
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally

FORM 6 – COMPANY INFORMATION SHEET			
GENERAL INFORMATION			
COMPANY NAME	Verdical Group		
ROLE ON APPLICANT TEAM	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
AREA(S) OF EXPERTISE	Sustainability Consulting, Commissioning, Sustainability Technical Services		
SERVICES PROVIDED	Sustainability Consulting, Commissioning, Sustainability Technical Services		
MAIN OFFICE LOCATION	199 S. Los Robles Avenue, Suite 300, Pasadena, CA 91101	MAIN OFFICE SIZE	2
CLOSEST OFFICE TO LAX	525 S. Hewitt Street, Los Angeles, CA 90013	CLOSEST OFFICE SIZE	13
DATE COMPANY WAS FOUNDED	2012		
GROSS ANNUAL REVENUE	\$2,732,433		
INCLUSIVITY FACTORS	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
WORKFORCE: SIZE & CREDENTIALS			
TOTAL NUMBER OF EMPLOYEES (ON PAYROLL)	In LA County 15	In California 21	Globally 21
TOTAL NUMBER OF LICENSED PROFESSIONAL ARCHITECTS (ON PAYROLL)	In LA County 0	In California 0	Globally 0
TOTAL NUMBER OF LICENSED PROFESSIONAL ENGINEERS (ON PAYROLL)	In LA County 1	In California 1	Globally 1
TOTAL NUMBER OF LEED ACCREDITED PROFESSIONAL (LEED AP)	In LA County 6	In California 10	Globally 10
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally
OTHER RELEVANT CREDENTIALS	In LA County	In California	Globally



Organizational Documents



Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: C2PM
Entity No.: 2278165
Registration Date: 06/05/2002
Entity Type: Stock Corporation - CA - General
Formed In: CALIFORNIA
Status: Active

The above referenced entity is active on the Secretary of State's records and is authorized to exercise all its powers, rights and privileges in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



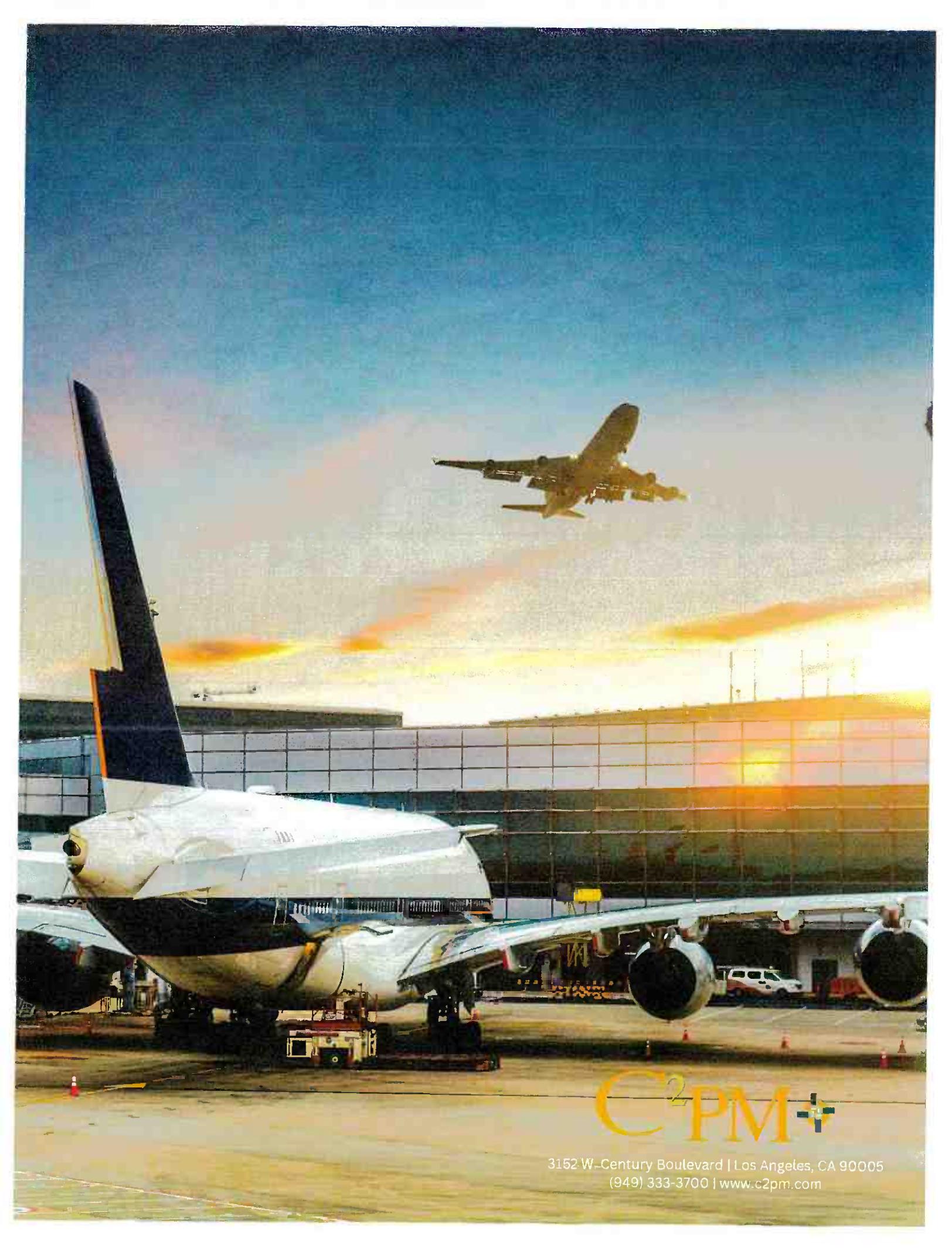
IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of June 13, 2023.

A handwritten signature in black ink, appearing to read "Shirley N. Weber".

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 119143024

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



C²PM+

3152 W. Century Boulevard | Los Angeles, CA 90005
(949) 333-3700 | www.c2pm.com



EXHIBIT 5: IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; **or**
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing **ONE** of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DSG list of persons engaged in investment activities in Iran.

<i>Vendor Name/Financial Institution (printed)</i> C2PM	<i>BTRC (or n/a)</i> 0000831926-0001-7
<i>By (Authorized Signature)</i> 	
<i>Print Name and Title of Person Signing</i> Rowena Altaha, President	
<i>Date Executed</i> 10/03/2023	<i>City Approval (Signature)</i> _____ <i>(Print Name)</i>

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (printed)</i>	<i>BTRC (or n/a)</i>
<i>By (Authorized Signature)</i>	
<i>Print Name and Title of Person Signing</i>	
<i>Date Executed</i>	<i>City Approval (Signature)</i> _____ <i>(Print Name)</i>

EXHIBIT 6: CIVIL RIGHTS - TITLE VI ASSURANCES

In accordance with, and as amended or interpreted from time to time, 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, effective April 24, 2013.

I. Title VI List of Pertinent Nondiscrimination Acts and Authorities.

During the performance of this contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the "Consultant") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 USC § 2000d *et seq.*, 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination in Federally-Assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- The Age Discrimination Act of 1975, as amended (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982 (49 USC § 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987 (PL 100-259) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act of 1990 (42 USC § 12101, *et seq.*) (prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;

- The Federal Aviation Administration’s Nondiscrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations (ensures nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations);
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs [70 Fed. Reg. 74087 (2005)];
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC § 1681, et seq).

II. Compliance with Nondiscrimination Requirements. During the performance of this Contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the “Consultant”), agrees as follows:

1. **Compliance with Regulations:** The Consultant (hereinafter includes sub-consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Nondiscrimination:** The Consultant, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in the selection and retention of subcontractors/sub-consultants, including procurements of materials and leases of equipment. The Consultant will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
3. **Solicitations for Subcontracts, including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor/sub-consultant or supplier will be notified by the Consultant of the subcontractor/sub-consultant’s obligations under this Contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.

4. Information and Reports: The Consultant will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by LAWA or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a contractor/consultant is in the exclusive possession of another who fails or refuses to furnish the information, the Consultant will so certify to LAWA or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. Sanctions for Noncompliance: In the event of a Consultant's noncompliance with the non-discrimination provisions of this contract, LAWA will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
 - a. Withholding payments to the Consultant under the contract until the Consultant complies; and/or
 - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. Incorporation of Provisions: The Consultant will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Consultant will take action with respect to any subcontract or procurement as LAWA or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Consultant becomes involved in, or is threatened with litigation by a subcontractor/sub-consultant, or supplier because of such direction, the Consultant may request LAWA to enter into any litigation to protect the interests of LAWA. In addition, the Consultant may request the United States to enter into the litigation to protect the interests of the United States.



EXHIBIT 7: SPECIAL INSURANCE PROVISIONS

The following Primary and Ancillary Insurance is required for this Contract with minimum limits outlined and is subject to the terms and conditions set forth in Section 10 of the Contract.

Primary Insurance	
(X) Required	Workers Compensation, Statutory Limits Employer Liability \$1,000,000 each accident \$1,000,000 each employee by disease \$1,000,000 policy limit by disease
(X) Required	Commercial General Liability \$2,000,000 per occurrence \$4,000,000 general aggregate \$2,000,000 personal and advertising injury \$4,000,000 products/completed operations
(X) Required	Commercial Auto Liability \$2,000,000 combined single limit – Non AOA Access For AOA Access: \$5,000,000 combined single limit – Valid Certified SBE, MBE/WBE, or DBE \$10,000,000 combined single limit
Ancillary Insurance, as Required Below	
(X) Required	Professional Liability \$1,000,000 per claim and \$2,000,000 annual aggregate - SM Firm \$3,000,000 per claim and \$6,000,000 annual aggregate – MED Firm \$5,000,000 per claim and \$10,000,000 annual aggregate – LG Firm
Ancillary Insurance, as Required Below	
() Required	Contractor's Pollution Liability \$__ per occurrence and \$__ annual aggregate

<input type="checkbox"/> Required (refer to specific coverage required)	Property Insurance, All Risk/Special Form Coverage <input type="checkbox"/> Building, including contents <input type="checkbox"/> Tenant improvements <input type="checkbox"/> Builder's Risk Insurance <input type="checkbox"/> Earthquake coverage limit: _____ <input type="checkbox"/> Flood coverage limit: _____ <input type="checkbox"/> Terrorism coverage
<input type="checkbox"/> Required	Installation Floater
<input type="checkbox"/> Required	Pollution Legal Liability \$___ per occurrence and \$___ aggregate
<input type="checkbox"/> Required	Network Security and Privacy Liability (Cyber Liability) \$__ per incident and \$__ annual aggregate
<input type="checkbox"/> Required	Aircraft and Passenger Liability \$__ per occurrence, \$__ annual aggregate, and \$__ per passenger
<input type="checkbox"/> Required	Garage Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Hangar Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Liquor Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Crime Insurance or Fidelity Bond \$_____ Theft, dishonesty, disappearance, forgery, alteration, and destruction

Evidence of Consultant's insurance, including all required endorsements, must be uploaded into Consultant's insurance profile at PinsAdvantage.com. Please upload these Special Insurance Requirement with your evidence of insurance. Contact LAWA Risk Management at riskinsurance@lawa.org or your Contract Administrator responsible for your contract if you have questions.



**MULTIPLE AWARD TASK ORDER CONTRACT
BETWEEN THE CITY OF LOS ANGELES AND CMTS LLC
FOR
PROGRAM SERVICES**

This **MULTIPLE AWARD TASK ORDER CONTRACT** (the "Contract"), made and entered into this _____ day of _____, 2024 (hereinafter referred to as "Contract Effective Date"), by and between (a) the CITY OF LOS ANGELES, a municipal corporation and Charter City (hereinafter referred to as "City"), acting by order of and through its Board of Airport Commissioners (hereinafter referred to as "Board") of the Department of Airports (hereinafter referred to as Los Angeles World Airports or "LAWA"), and (b) **CMTS LLC** (hereinafter referred to as "Consultant" and, together with the City acting by and through LAWA, collectively the "Parties" and individually each a "Party").

RECITALS

- A. **WHEREAS**, LAWA identified the need to and benefit of securing the services of consultants to perform on-call task order based program professional services for projects at Los Angeles International Airport, Van Nuys Airport and LAWA's land holdings in Palmdale, California (collectively, the "LAWA Airports and Properties"); and
- B. **WHEREAS**, LAWA authorized the issuance of a Request for Qualifications for Multiple Award Task Order Contracts (MATOCs) for Program Services on July 11, 2023 (as amended by addenda, the "RFQ") to select consultants to provide such Services; and
- C. **WHEREAS**, in response to said RFQ, Consultant submitted a statement of qualifications, excerpts of which are attached as Exhibit 4 to incorporate commitments made by the consultant in its SOQ submission (the "SOQ Extracts"); and
- D. **WHEREAS**, pursuant to the process set forth in the RFQ, LAWA selected the Consultant as a "Pre-Qualified Applicant"; and
- E. **WHEREAS**, on the basis of such selection the Board has now authorized the award of this Contract to Consultant; and _____
- F. **WHEREAS**, this Contract sets out the terms and conditions pursuant to which the Consultant may perform Services from time to time pursuant to separate Task Orders (as defined below) to be separately awarded by LAWA.

NOW THEREFORE, in consideration of the promises, and of the terms, covenants and conditions hereinafter contained to be kept and performed by the Parties hereto, **IT IS MUTUALLY AGREED AS FOLLOWS:**

MATOC Contract
for Program Professional Services

1. **Nature of Agreement.**

2. **Entire and Integrated Contract.**

It is expressly understood and agreed by the Parties that:

- a. the following documents are incorporated into and made a material part of this Contract as though fully set forth herein: each "Exhibit" and "Attachment" hereto, including as Exhibit 4 the excerpts of commitments made by Consultant in its SOQ submitted in response to the RFQ; the Administrative Requirements; the RFQ including its addenda; any Task Order(s) issued by LAWA to Consultant pursuant to this Contract, including any negotiated terms or costs for such Task Orders; and any related Request for Task Order Proposals ("RFTOPs") or documents making up a direct solicitation package (together, the "Contract Documents");
- b. this Contract, is comprised of this document and the other Contract Documents, which include, the Exhibits and Attachments referenced and incorporated hereto, and all other materials referenced herein. Together the Contract and Contract Documents constitute:
 - i. the entire agreement between the Parties hereto and supersedes any and all prior written or oral agreements between them concerning the subject matter contained herein; and
 - ii. constitutes a single, non-severable, integrated agreement whose terms are interdependent and non-divisible.

2.2. **Non-Exclusive Contract.**

- a. The Consultant acknowledges that: this is a non-exclusive Contract and LAWA is only obligated to Consultant for the scope of Services and the amount of Consultant's compensation for same authorized within any given executed Task Order and any duly executed Amendment thereto;
- b. that, under the terms of the RFQ, LAWA has entered or shall enter into one or more additional contracts ("Parallel MATOC Contracts") in equivalent form with other contractors; and
- c. this Contract does not commit LAWA to any particular outcome with respect to any future RFTOP and/or directed solicitation for Task Orders including any commitment to issue any RFTOP or directed solicitation or subsequently award any Task Order to the Consultant.

3. **Term of Contract.**

Unless terminated early, the term of this Contract shall be for a period of **five (5) years** commencing upon the Contract Effective Date provided that LAWA may, in its discretion, extend the term for up to **two (2) sequential one-year periods** in each case by providing the Consultant written notice prior to the then otherwise anticipated expiration date.

4. Services to be Performed by Consultant.

4.1. Scope of Services

- a. The scope of services which LAWA may require the Consultant to perform under the terms of any Task Order(s) in accordance with Section 5 are set out in Exhibit 3 (the "Services").
- b. All Services shall be assigned to Consultant by written Task Order(s) issued by LAWA and as may be further described in the Contract Documents. Consultant is authorized to perform only the Services outlined in such Task Order(s). Consultant is not authorized to, and shall not perform, any Services unless and until specifically authorized under the terms of any Task Order(s).
- c. Should Consultant perform any Services outside of those that are specifically authorized in any Task Order(s), Consultant does so at its own risk and expense, and LAWA shall not be obligated to compensate Consultant for such additional services.

4.2. Incidental Work.

- a. It is expressly understood and agreed that Consultant shall perform all ancillary, collateral, and incidental work required to complete the Services in accordance with this Contract and all applicable law as described by Task Order(s), including work for which no specific proposal item(s) was/were included, and/or including work which is required to furnish final, finished and detailed Services consistent with and fulfilling the requirements of the Contract Documents, and/or costs for home office and other administrative personnel for whom a specific position description and common rate is not provided in Exhibit 1, except as otherwise agreed by LAWA in a subsequent Task Order.
- b. All such incidental work shall not be considered extra work for which additional compensation can be claimed by Consultant. Such incidental work is presumed to be included in the fully burdened hourly common rates set forth in Exhibit 1 and within any other amount agreed expressly

4.3. Deliverables.

In its performance of the Services, the Consultant agrees to provide any deliverables defined in specific Task Order(s) issued pursuant to this Contract, which are otherwise reasonably necessary to complete the Task Order-defined Services, and as may be further described in the Contract Documents.

4.4. Standards for Performance of Services.

- a. Consultant agrees to perform all Services in strict compliance with the Contract Documents, law, and the Standard of Care, for which purposes:
 - i. the "Standard of Care" refers to the generally accepted professional standards of a specialist which provides professional services for major

international airports in the United States of America of the type, scope, quality, and complexity described in the Contract Documents; and

- ii. the obligation to comply with law shall include compliance with all applicable local, State, and Federal laws, rules and regulations, of any and all City, State and Federal agencies, including, the Federal Aviation Administration (FAA), Transportation Security Administration (TSA), the United States Department of Transportation (DOT), which may have jurisdiction over, or be concerned with, the programming and planning of Services and/or project tasks.
- b. Further, Consultant agrees to cooperate fully with LAWA and the City in their efforts to comply with the Americans With Disabilities Act of 1990 and any amendments thereto, or successor statutes. Should Consultant fail to comply with this Section, then LAWA shall have the right, but not the obligation, to perform, or have performed, whatever work is necessary to achieve equal access compliance. Consultant shall then be required to reimburse LAWA, or LAWA shall exercise its right to withhold from a future payment due and owing to Consultant the actual cost of achieving compliance, plus a fifteen percent (15%) administrative charge.
- c. Consultant shall provide for quality control and quality assurance of the Services, including to ensure compliance of such Services with all Contract Document terms and conditions.
- d. Consultant shall be solely responsible for any and all damages caused, and/or penalties levied, as the result of Consultant's noncompliance with the foregoing obligations under this Section.
- e. Consultant shall work with LAWA in resolving any conflicting legal authorities, provided that to the extent resolution of conflicts is not possible, LAWA's determination shall be final and binding.

5. Task Orders.

5.1. Retention of Services by Task Order

- a. Any Services to be provided by Consultant shall only be performed pursuant to written directives from LAWA to the Consultant (each, a "Task Order") that provide a detailed description of either the specific Services or tasks to be performed, the personnel to be assigned, the time frame for the subject Services to be performed, the not-to-exceed amount Consultant shall be compensated for such Services, and any estimated expenses, together with such other terms and conditions as LAWA may require.
- b. Task Orders and any and all amendments to Task Orders shall be in writing and signed by LAWA and the Consultant.
- c. Task Orders shall be competitively awarded by LAWA under the terms of a RFTOP or otherwise awarded through direct solicitations, in either case with the method of solicitation to be determined by LAWA. Consultant shall provide a complete

detailed proposal with respect to each Task Order under the terms of any RFTOP or direct solicitation. LAWA reserves the right to reject any or all bids or proposals received in response to any RFTOP or other direct solicitation as it may determine in its sole discretion.

- d. The sharing of information regarding any RFTOP or other direct solicitation, or the performance of services under any Task Order, between or among the Consultant and consultants under any Parallel MATOC Contract, and the engagement in collusion between or among such parties, remains strictly prohibited.
- e. When LAWA elects to have a defined scope of Services performed pursuant to this Contract, LAWA may notify, in its own discretion, one or more consultants prequalified by the RFQ process, in writing, by sending them a RFTOP.
- f. LAWA reserves the right to deem the Consultant ineligible to participate in a RFTOP or to be awarded any Task Order if LAWA determines, in its sole discretion, that an actual or perceived conflict of interest exists or may exist with respect to other work the Consultant is performing or has performed at the Airports.

5.2. Professional Services and Common Rates

- a. LAWA has identified all-inclusive common rates for personnel that shall be used under this Contract and each Parallel MATOC Contract in the negotiation of the fee for any Task Orders issued following any future direct solicitation and/or RFTOP. The applicable common rate for each position is set forth in Exhibit 1. Personnel shall be assigned to the highest position description and common rate for which they are qualified that most directly corresponds to the work to be performed by such individual under the relevant Task Order. Equivalent experience may substitute for specific educational requirements on a case by case basis as determined in LAWA's discretion. Provisions on allowable reimbursable costs are set forth in Exhibit 2.
- b. By executing this Contract the Consultant reiterates its acknowledgment and agreement to the use of such common rates in this manner under the terms of the SOQ Cover Letter, and further agrees that any effort to revoke such agreement shall result in it being ineligible for Task Order award and may constitute an event of default.
- c. In all cases Consultant and any of its sub-consultants shall be responsible for, and cannot seek reimbursement for, all costs associated with badging, escorting and

obtaining airfield access associated with the Services to be performed pursuant to the Contract.

5.3. Changes to Scope of Services, Task Orders or Project Schedule

- a. Changes to the scope of Services, Task Order or project schedule shall only be valid if memorialized by a written Task Order amendment signed by the Parties and issued by LAWA ("Amendment") in accordance with Section 37.4.
- b. LAWA may request changes to the scope of Services required by a Task Order(s) upon issuance of a written notice to Consultant in accordance with this Section (a "Change Notice"). The Consultant shall within ten (10) days after receipt of such Change Notice, notify LAWA in writing of any impact of the Change Notice on either time or compensation, provided that claims for changes in compensation shall be calculated in accordance with Section 7 and Exhibit 2 with respect to costs which it is otherwise already permitted to claim for the performance of Services. Upon agreement between LAWA and the Consultant as to the extent of such impacts on time and compensation, not to be unreasonably withheld or delayed by the Consultant, an Amendment shall be executed by the Parties modifying the subject Task Order accordingly. Execution of the Amendment by both Parties shall constitute the Consultant's notice to proceed with the changes memorialized by the Amendment.
- c. The Consultant shall be liable for all costs resulting from any change (howsoever described) in the scope of Services under any existing Task Order not properly ordered under the terms of a written Amendment issued in accordance with this Section and signed by LAWA. Furthermore, Consultant shall not be compensated for Services performed pursuant to an Amendment unless the Amendment and the related costs were agreed to by LAWA in writing in advance of Consultant performing such Services.

6. Completion of Consultant's Services.

6.1. Time is of the Essence.

- a. It is understood and agreed that time is of the essence in the performance of the Services, and the phases within which the Services are to be performed, under this Contract. The Services and any defined deliverables shall be completed and delivered to LAWA in a prompt and timely fashion so as to permit the effective review and employment of the deliverables by LAWA during and throughout the performance of the Services.
- b. The time during which Consultant is delayed in the performance of Services by the acts or neglect of LAWA, LAWA's employees or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; or by acts of God, which Consultant could not reasonably have foreseen and provided for, and which are not caused by, or the continuance of which are not due to, any fault or negligence on the part of

Consultant, shall be added to the applicable period for completion of Consultant's Services under this Contract.

6.2. Force Majeure Events.

- a. If the performance by the Consultant of the Services is prevented or delayed due to the occurrence of any event or circumstance beyond its reasonable control, to the extent such could not have been avoided or mitigated by the exercise of due diligence, and which could not have been expected or taken into account as of the Contract Effective Date, including, the acts or neglect of LAWA, LAWA's employees, or those under LAWA by contract or otherwise, by court order; by acts or failures to act of local, state, and federal agencies, and/or of the airlines; by pandemics and epidemics (including COVID-19, but excluding those impacts of COVID-19 that are in effect as of the Contract Effective Date); lockouts; failures of power; acts of God; tornados; hurricanes; earthquakes; acts of public enemies; terrorism; riots; insurrection; civil commotion; inability to obtain labor or materials or reasonable substitutes for either; fire; or similar cause, in each case excluding any event or circumstance arising from any fault of the Consultant, the Consultant shall notify LAWA of such event or circumstance.
- b. Following such notice, the Consultant's nonperformance shall be excused during the period of prevention or delay, and any affected deadlines shall be extended by an equivalent period, subject to compliance with the following mitigation obligations and provided that in no case shall the term under Section 3 be extended as a result of any such event or circumstance. In no case shall LAWA be liable to Consultant for any damages or other cost or expense on account of any such event or circumstance.
- c. When affected by any such event or circumstance, the Consultant shall exercise commercially reasonable efforts to overcome the impediment to performance.
- d. Notwithstanding the foregoing, the Consultant shall not be excused from any obligations that by their nature can continue during the occurrence and continuance of such event or circumstance.

7. Payment.

7.1. Payment for Services.

- a. The Consultant shall be compensated according to the Task Order and the guidelines established by the Contract Documents for the Services provided.
- b. For all Services rendered under this Contract and all reimbursable costs allowed under this Contract LAWA shall calculate payments to the Consultant in accordance with the Task Order(s) as such shall include the fully burdened hourly common rates set forth in Exhibit 1 and the cost reimbursables set forth in Exhibit 2, on either (1) a mutually agreed-upon lump sum basis, (2) a direct time and

material basis, or (3) a fixed fee basis, in each case as elected by LAWA and memorialized in a not-to-exceed Task Order.

- c. LAWA, in its sole discretion and as deemed necessary, may by notice to the Consultant (including, in its sole discretion, in response to a written and justified Consultant request) add positions to the list in Exhibit 1, adjust the common rates based on market conditions, indicating corresponding fully burdened hourly rates for such additional positions to be taken into account under the terms of any RFTOP, direct solicitation, or Task Order. Any such addition(s) of positions shall not entitle Consultant to claim any change to any not-to-exceed total sum as indicated above. This Section is not intended to be utilized to provide for individualized rates in excess of the common rates for which a reasonably equivalent position description is already provided.

7.2. Not to Exceed Amount.

For all Services rendered under this Contract, and all reimbursable costs allowed under the Contract incurred by Consultant pursuant to this Contract under all Task Orders, the total compensation to be paid to the Consultant, together with such amounts paid or payable by LAWA to other consultants under the terms of any Parallel MATOC Contracts, shall not exceed the total sum of nine hundred fifty million Dollars (\$950,000,000.00).

7.3. Requests for Payment.

- a. If Consultant is performing Services under a Task Order and entitled to compensation, the Consultant shall submit requests for payment (each a "Request for Payment") on a monthly basis, or as directed by LAWA, for Services completed during the billing period.
- b. Consultant is obligated to collect monthly invoices from its sub-consultants and include the same in its monthly Request for Payment to ensure its sub-consultants are paid timely and in accordance with Section 7.4 below.
- c. The Parties agree that time is of the essence in the submission of any Request for Payment, inclusive of any charge or invoice, and agree that, as a condition precedent to Consultant's right to payment, Consultant shall submit any charge, invoice or Request for Payment no later than one hundred twenty (120) days from the last date of service for which payment is sought. The Parties agree that Consultant waives its right to payment for any charge, invoice, or Request for Payment submitted more than one hundred twenty (120) days from the last date of service for which payment is sought.
- d. Each Request for Payment will:
 - i. contain documentation to support payment as required by LAWA, which documentation shall include invoices for cost reimbursables under Exhibit 2, applicable personnel time sheets, identification of the scope of Services completed, billing by position, and the applicable billing rates reflecting those required under Exhibit 1;

- ii. include relevant sub-consultant(s) invoices together with documentation that summarizes the Consultant's utilization of Small/Minority/Women/Disadvantaged Businesses via reporting software to be determined by LAWA;
 - iii. contain a cumulative total of all monthly billings, costs broken down per Task Order, Task Order authorization amount, the monthly billing applicable to each Task Order, and a cumulative total applicable to each Task Order;
 - iv. if specifically requested by LAWA, include all pertinent timesheets for Consultant and for all sub-consultants that relate to such monthly invoice;
 - v. otherwise be in accordance with Exhibit 2, "Cost Reimbursable Exhibit;" and
 - vi. will be certified by a duly authorized and knowledgeable officer of the Consultant in a certification containing the following statement: "I certify, under penalty of perjury, under the laws of the State of California, that to the best of my knowledge and belief, the above bill/invoice is just, true and correct according to the terms of this Contract, and that payment therefore has not been received."
- e. LAWA reserves the right to require use of specific billing templates supplied by LAWA and to require additional documentation and substantiation regarding any Request for Payment in either case if LAWA considers such additional documentation and substantiation to be in the best interest of LAWA.
- f. A failure to comply with the foregoing, including to submit any documentation with the Request for Payment and via reporting software as determined by LAWA, shall result in remedies and/or sanctions as LAWA, or applicable law, deems appropriate, and a delay in processing the Requests for Payment.
- g. Consultant shall perform thorough Quality Assurance (QA)/Quality Control (QC) of each Request for Payment prior to submitting the same to LAWA.
- h. LAWA shall process the Request for Payment, following LAWA's normal procedure, upon approval of said request by LAWA which shall be paid to Consultant within thirty (30) days of LAWA's receipt and approval of a satisfactory invoice, subject to the following:
- i. Any errors discovered in the Consultant's invoicing by LAWA shall be brought to the Consultant's attention during the review cycle and the Consultant shall be given a period of time, determined by LAWA in its discretion (of approximately two (2) to three (3) days) to correct any issues or provide adequate level of support documentation in order to keep the Request for Payment in process. Should the correction not be made in the time specified, the charges shall be removed and the invoices short paid. Should the charges be supported after the deadline, they may be

resubmitted in a subsequent Request for Payment for consideration; however, if deemed in error or unallowable a second time, the Consultant waives its right to payment for the affected charges.

- ii. LAWA shall not be required to make payments for Services not yet performed, nor for Services deemed unsatisfactory by LAWA, or not performed in accordance with the Standard of Care or otherwise in compliance with the Contract Documents. The Parties agree that LAWA shall make the final determination as to when Consultant's Services, or any part thereof, have been satisfactorily performed or completed to justify release of any given payment to Consultant under the Contract.
- iii. Consultant shall maintain, in a form subject to audit, and in accordance with generally accepted accounting principles, backup documentation to support all entries in each Request for Payment which documentation shall be made available to LAWA, and to its duly authorized representative(s), upon request by LAWA.

7.4. Prompt Payment to Sub-consultants.

- a. Consultant agrees to pay each sub-consultant under this Contract, and require the same of its sub-consultants, not later than seven (7) days after receipt of each payment, the respective amounts allowed the Consultant on account of the work performed by the sub-consultants, to the extent of each sub-consultant's interest therein pursuant to the California Business and Professions Code Section 7108.5.
- b. In the event that there is a good faith dispute over all or any portion of the amount due on a payment from the Consultant to a sub-consultant or from a sub-consultant to a sub-consultant, the Consultant or sub-consultant may withhold no more than one hundred fifty percent (150%) of the disputed amount. Consultant shall include this provision in all contracts with sub-consultants.

7.5. Set-off.

LAWA shall have the right to retain, out of any payment otherwise due to Consultant under this Contract and any Task Order, an amount sufficient to satisfy any amount due and owing to LAWA from Consultant under this Contract and any Task Order, including in connection with indemnification. Prior to withholding any amounts in dispute, LAWA shall use reasonable efforts to provide Consultant with a notice indicating the specific amounts LAWA intends to withhold and the reasons and contractual basis for the withholding.

8. Project Records and Audits.

8.1. Obligation to Keep and Maintain Records.

- a. Consultant shall create, maintain, and retain full and complete "records", including, but not limited to, books, documents, accounting procedures and practices, and other data, papers, databases, files, and other documentation of information, regardless of type and regardless of whether such items are in written

form, in the form of computer data, or in any other form, relating to Services and the Consultant's performance of its obligations under the Contract Documents and each sub-consultant's performance under any subcontract to which it is a party. Such records shall be maintained until at least four (4) years following the end of the term or if later, following the latest of final payment on, final termination settlement of, or final dispute resolution of, this Contract.

- b. In addition, Consultant shall use an electronic document management system approved or provided by LAWA in its discretion for such project records.

8.2. Inspections and Audits.

- a. LAWA personnel shall have the right to enter Consultant's work locations from time to time with reasonable prior written notice and subject to safety and health protocols.
- b. Consultant shall provide LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, with access to such records at location(s) in the City during normal business hours (and, upon reasonable request, at times outside normal business hours) and to the extent possible on a 24/7 basis through remote access, for any lawful or contractually permitted purpose including audits, examinations, excerpts and transcriptions.
- c. Consultant shall at all times otherwise cooperate and coordinate with LAWA, the City, the FAA, the Comptroller General of the United States, any other governmental authority with jurisdiction, and any of each of their duly authorized representatives, when such are performing oversight and conducting inspections during the performance of the Services, including by attending meetings, providing personnel to participate in working groups, and responding to requests for information.

8.3. Audit Results.

- a. To the extent that an audit by the City, City's independent auditors, LAWA consultant, or their designees, or any other authority with jurisdiction, discloses excess charges inaccurately or improperly invoiced or allocated to this Contract by the Consultant or its sub-consultants, Consultant agrees to remit the amount of the overpayment to LAWA upon demand.
- b. If such audit discloses an overcharge of two percent (2%) or more of the total amount invoiced to LAWA for any year audited, and such audit is correct, Consultant shall pay the actual cost of such audit, which cost, in the case of audits conducted by City's or LAWA's auditors or City or LAWA using in-house staff, shall be computed on the basis of two (2) times the direct payroll of the audit staff completing the audit and audit report.
- c. Should audit disclose an underpayment to Consultant, LAWA shall promptly remit the amount of the underpayment to the Consultant. The foregoing obligations to

pay in the event of an overcharge do not apply to errors discovered in the processing of Requests for Payment in the ordinary course of business or to adjustments in the Consultant's applicable common rate in Exhibit 1. Consultant shall include, in any and all sub-consultant agreements under this Contract that exceed One Hundred Thousand Dollars (\$100,000.00), a provision setting forth the record retention requirements specified in this paragraph.

9. Personnel and Subcontracting.

9.1. Personnel Generally.

- a. All Consultant's personnel to be assigned to provide Services pursuant to this Contract shall be authorized to perform Services through the use of a written Task Order.
- b. Consultant shall ensure that all Services shall be performed and, as applicable, supervised by personnel who are professionally and technically qualified to, who are authorized under State and local law to, and who hold all necessary registrations, permits, approvals, and licenses to, perform or supervise the relevant part Services pursuant to this Contract.
- c. Subject to compliance with law, LAWA reserves the right to require Consultant to remove from the work any personnel, including Key Personnel, for any reason given in writing.
- d. Upon such notice, Consultant shall promptly remove and replace, or ensure the removal and replacement, of such Person.

9.2. Key Personnel.

- a. Subject to the following, and excepting any periods in which a position is temporarily vacated due to retirement, death, disability, incapacity, or termination of employment, Consultant shall ensure that all Key Personnel are at all relevant times occupying the role and performing the function of their position in each case as required by or set out in Exhibit 1 and any other relevant provisions of this Contract. Consultant shall provide one of each Key Personnel identified as being applicable the scope category (or categories) included in the Consultant's scope of Services under this Contract.
- b. Consultant shall promptly fill any vacant Key Personnel position. Consultant shall not remove and/or replace any of the Key Personnel (including through an appointment to a vacant position) without LAWA's prior approval, provided that Consultant may, as required by Law, terminate, suspend or limit the duties of any Key Personnel individual (and, promptly thereafter, notify LAWA of such action and its proposed replacement).

9.3. Subcontracting

- a. Consultant shall direct, coordinate, and control the activities of all subcontractors and sub-consultants with respect to the Services. The subcontracting, including

through arrangements with sub-consultants, of all or any part of the Services by Consultant shall not relieve Consultant from any of the obligations or conditions of this Contract. As between the Parties, Consultant shall be solely responsible for the selection, pricing, scheduling, and performance of all subcontractors and sub-consultants (in each case of every tier), and for the performance, non-performance, acts, defaults, omissions, breaches, and negligence of the same, as fully as if any such performance, non-performance, acts, defaults, omissions, breaches, or negligence were those of Consultant.

- b. Nothing contained in the Contract shall create any contractual relationship between LAWA and any subcontractor or sub-consultant.
- c. The Parties acknowledge and agree that, as of the Contract Effective Date, Consultant has entered into the following subcontracts and sub-consultant agreements with the following subcontractors and sub-consultants, including as such were "Members" (as such term is defined in the RFQ) identified in its SOQ:
 - i. AIX Consulting Inc.
 - ii. Advanced Pavement Consulting, LLC.
 - iii. Brio Solutions LLC,
 - iv. Casamar Group, LLC,
 - v. CITIRI, INC.,
 - vi. Creelman, Inc.,
 - vii. CTI Environmental Inc.
 - viii. OrgMetrics LLC,
 - ix. Rohadfox Transportation Inc,
 - x. TRC Engineers Inc.
- d. Consultant shall not without prior LAWA approval make or permit any assignment, transfer, change, or replacement of any of the foregoing identified subcontractors and sub-consultants, or of any other subcontractors or sub-consultants separately identified by Consultant and approved by LAWA in connection with a Task Order.
- e. Consultant shall solicit bids and proposals from subcontractors and sub-consultants to perform Services under any future Task Order, at a minimum, to the extent such Services must be competitively bid in order to comply with the law.
- f. In accordance with California Public Contract Code Section 6109(a), Consultant shall not perform Services with any subcontractor or sub-consultant who is ineligible to perform work on a public works project pursuant to California Labor Code Section 1777.1 or Section 1777.7. In accordance with California Public Contract Code Section 6109(b), any contract on a public works project entered into between Consultant and a debarred subcontractor or sub-consultant is void as a matter of law. A debarred subcontractor or sub-consultant may not receive any

public money for performing work as a subcontractor or sub-consultant on a public works contract, and any public money that may have been paid to a debarred subcontractor or sub-consultant by Consultant shall be returned to LAWA. Consultant shall be responsible for the payment of wages to workers of a debarred subcontractor or sub-consultant who has been allowed to perform Services. LAWA shall strictly comply with the applicable law and shall act on information related to any debarred subcontractor or sub-consultant in accordance with law.

9.4. Subcontracting Terms and Records

- a. Each subcontract and sub-consultant agreement shall incorporate all terms and provisions that this Contract or law require to be expressly incorporated in such subcontract and sub-consultant agreement, or that are otherwise necessary for Consultant to comply with its obligations under this Contract. In addition, no Subcontract shall contain terms that are contrary to or inconsistent with this Contract.
- b. Consultant shall maintain records of all subcontracts and sub-consultant agreements to which Consultant is a party and will, upon LAWA request, provide LAWA with a list describing all subcontracts and sub-consultant agreements and a copy of any such subcontracts and sub-consultant agreements.

10. General Insurance Provisions.

10.1. Primary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract, the following types of insurance in amounts specified in the Special Insurance Provisions included in Exhibit 7 and incorporated herein by reference:

10.1.1. Workers' Compensation and Employer's Liability Insurance.

Consultant shall maintain Workers' Compensation insurance as required by the State of California including coverage for Employer's Liability with limits per accident, employee, and disease.

10.1.2. Commercial General Liability Insurance.

- a. Consultant shall maintain Commercial General Liability (CGL) providing coverage for bodily injury, property damage, and personal and advertising injury through any combination of primary and excess or umbrella liability insurance policies with annual reinstatement of the general aggregate limit at each policy period renewal. The CGL shall include broad contractual liability.
- b. The CGL insurance must be written on an ISO occurrence form CG 00 01 or substitute forms providing equivalent coverage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Coverage shall apply for both ongoing and completed operations on a form acceptable to LAWA. Coverage shall be provided to LAWA for liability and any damage to

property and injury or death of persons, unless caused by LAWA'S sole or active negligence or willful misconduct.

- c. For construction contracts, completed operations coverage must be in place for the entire California State Statute of Repose which is currently ten (10) years. The liability insurance requirements as noted in Exhibit 7 can be met through a Contractor Controlled Insurance Program (CCIP), however, LAWA reserves the right to review and approve the program prior to starting work.

10.1.3. Commercial Automobile Insurance.

Consultant shall maintain Commercial Auto Insurance written on ISO form CA 00 01 (or substitute form providing equivalent liability coverage). Such insurance shall cover liability arising out of any auto (including owned, hired, and non-owned autos) and may be satisfied by a combination of primary and excess and/or umbrella policies. Insurance limits will vary depending on Consultant's access to Air Operations Area "AOA". All excess or umbrella policies shall contain a drop-down clause in the event of exhaustion of primary limits and provide coverage for primary auto liability. Coverage shall include an MCS 90 endorsement for Consultant's hauling or transporting hazardous materials.

10.2. Ancillary Insurance Requirements.

Consultant shall maintain at its sole expense and keep in effect during the term of this Contract ancillary insurance coverages, if required by LAWA and identified in Exhibit 7, with terms and conditions outlined below:

10.2.1. Professional Liability.

Consultant shall maintain Professional Liability Insurance providing coverage for the professional services provided under this Contract. The policy must have a retroactive date prior to the effective date of the Contract. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.2. Contractor's Pollution Liability.

Consultant shall maintain Contractor's Pollution Liability Insurance coverage for bodily injury, property damage, personal injury and environmental site restoration including fines and penalties in accordance with applicable EPA or state regulations. Coverage shall extend to losses from the release or escape of pollutants including discharge of pollutants brought to the site, release of pre-existing pollutants at the site whether sudden or gradual over time and mold resulting from Consultant's work. Coverage must also extend to first-party clean-up costs, business interruption, loss of rents, and extra expense and include coverage for completed operations up to ten (10) years following project acceptance by LAWA.

10.2.3. Property Insurance.

Consultant shall maintain Property Insurance coverage for the building, including contents, tenant improvements, and/or builders' risk on an All Risk/Special Form for all

risks of physical loss or damage for all real property or improvements Consultant may be required to insure, including flood and earthquake coverage, for not less than the full replacement cost. Property insurance deductibles are the sole responsibility of the Consultant and must be approved by LAWA.

10.2.4. Installation Floater.

Consultant shall maintain an Installation Floater providing coverage for the value of equipment to be installed and shall include LAWA as an insured and loss payee. Coverage for testing, water damage, mechanical breakdown, and electrical injury shall be included.

10.2.5. Pollution Legal Liability Insurance.

Consultant shall maintain Pollution Legal Liability Insurance providing coverage for bodily injury, property damage, including loss of use of damaged property or of property that has not been physically injured or destroyed, cleanup costs, and defense, including costs and expenses incurred in the investigation, defense, or settlement of claims. Coverage shall apply to sudden and non-sudden pollution conditions resulting from the escape or release of smoke, vapors, fumes, acids, alkalis, toxic chemicals, liquids, or gases, waste materials, or other irritants, contaminants, or pollutants. The insurance shall cover cleanup, including cleanup of pollutants on and migrating away from the insured location, restoration, business interruption, and extra expense as a result of release of pollutants. Coverage shall apply to non-owned disposal sites and shall meet any requirements of proof of financial responsibility laws for underground storage tanks, if appropriate. Consultant agrees to maintain coverage continuously for a period of no less than three (3) years following project acceptance by LAWA.

10.2.6. Network Security and Privacy Liability (Cyber liability).

Consultant shall maintain Network Security and Privacy Liability Insurance (Cyber liability) providing coverage sufficiently broad to respond to the duties and obligations undertaken by Consultant in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion, introduction, implantation or spread of malicious software code and network security including unauthorized access to or use of computer systems or business data. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties, and credit monitoring expenses with limits sufficient to respond to these obligations.

10.2.7. Aircraft and Passenger Liability Insurance.

Consultant shall maintain Aircraft and Passenger Liability Insurance providing coverage for third party bodily injury and property damage. All excess or umbrella policies shall be follow-form and afford no less coverage than the primary policy. Limits will vary based on federal requirements, passenger and/or cargo capacity.

10.2.8. Garage Keeper's Liability Insurance.

Consultant shall maintain Garage Keeper's Liability Insurance providing coverage that includes liability for loss or damage to vehicles which are the property of others and in the care, custody, or control of Consultant for storage, repair, or safekeeping.

10.2.9. Hangar Keeper's Liability Insurance.

Consultant shall maintain Hangar Keeper's Liability Insurance providing coverage that includes liability for loss or damage to aircraft which are the property of others and in the care custody and control of Consultant for storage, repair, or safekeeping.

10.2.10. Liquor Liability Insurance.

Consultant shall maintain Liquor Liability Insurance providing coverage that includes liability for claims arising from the sale or serving of alcohol on LAWA's premises. Coverage may be endorsed on the commercial general liability policy or through a stand-alone policy.

10.2.11. Crime Insurance or Fidelity Bond Insurance.

Consultant shall maintain Crime Insurance or Fidelity Bond Insurance providing coverage for commercial crime insurance or a fidelity bond naming LAWA as a loss payee. The policy or bond shall cover theft, dishonesty, disappearance, forgery, alteration, and destruction caused by employee of Consultant.

10.3. General Provisions.

10.3.1. Additional Insureds.

Consultant's insurance, with exception of workers compensation and professional liability, if required, shall name City of Los Angeles, Department of Airports, also known as Los Angeles World Airports (referred to as "LAWA"), and its Board of Airport Commissioners, directors, officers, employees, their successors, and assigns as additional insureds.

10.3.2. Primary Insurance.

Consultant's insurance shall be primary and non-contributory with any insurance maintained by LAWA and shall include cross liability or severability of interest, if applicable.

10.3.3. Notice of Cancellation.

Consultant's insurance shall be endorsed to provide LAWA with notice thirty (30) days prior to cancellation of any required coverage except for non-payment which may be with ten (10) days notice of cancellation.

10.3.4. Acceptability of Insurers.

All required insurance shall be written by companies having an AM Best's rating of A- VII or equivalent, as determined by LAWA.

10.3.5. Deductibles and Self-Insured Retentions.

Any deductible or self-insured retention maintained by Consultant for any required coverage must be declared and approved by LAWA. LAWA reserves the right to request financial statements and Consultant agrees to be fully responsible for payment of any such deductibles or self-insured retentions.

10.3.6. Insurance Compliance.

Consultant shall deliver to LAWA certificates of insurance on an Acord or equivalent form signed by an authorized representative of the insurers prior to the execution of this Contract, prior to commencing any work or service, and at least ten (10) days prior to the renewal or replacement of any of the required insurance, or upon reasonable request by LAWA. Certificates of insurance must include all required endorsements, including but not limited to additional insured, primary and non-contributory, notice of cancellation, and waiver of subrogation, as applicable. Consultant will not receive a notice to proceed until LAWA has approved insurance. LAWA reserves the right to request copies of required insurance policies, as needed.

Certificate holder shall read:

City of Los Angeles, Department of Airports,
also known as Los Angeles World Airports
P. O. Box 92216
Los Angeles, CA 90009
ATTN: Risk Management Department

Should Consultant fail to obtain and maintain the required insurance, LAWA reserves the right, upon ten (10) days prior written notice to Consultant of its intention to do so, to obtain and maintain such insurance on behalf of Consultant. Consultant shall be responsible for all costs incurred with respect to such insurance obtained by LAWA, plus administrative overhead.

10.3.7. Maintenance of Insurance.

Consultant shall maintain all required insurance throughout the entire duration of this Contract without any lapse in coverage or reduction in required limits. LAWA reserves the right to reevaluate and adjust the insurance types and coverage limits required herein annually.

10.3.8. Waiver.

Consultant agrees to waive all rights of recovery against LAWA, and cause its Workers' Compensation, Commercial General Liability, Automobile Liability, and Umbrella/Excess insurance policies to be endorsed to waive subrogation against LAWA. Consultant is solely responsible for insuring, repairing, or replacing any of its personal property and tools and equipment, whether owned, non-owned, or hired. Consultant waives all right of recovery or subrogation against LAWA regardless of cause of damage.

10.3.9. Self-Insurance.

LAWA recognizes that some insurance requirements contained in this Contract may be fulfilled by self-insurance on the part of the Consultant. Self-insurance shall not in any way limit liabilities assumed by Consultant under this Contract including but not limited to naming LAWA as an additional insured and waiving rights of recovery. Any self-insurance shall be approved in writing by LAWA upon satisfactory evidence of financial capacity. Consultant obligation hereunder may be satisfied in whole or in part by adequately funded self-insurance programs or self-insured retentions.

10.3.10. Sub-consultant Insurance.

Consultant shall require insurance of its subcontractors/sub-consultants for the types and coverage limits appropriate for the exposure in consultation with LAWA, at the time of Task Order. In no event shall the insurance required of the Consultant be reduced or altered by the coverage maintained by subcontractors/sub-consultants.

10.3.11. Modification.

- a. At LAWA's sole discretion, the Insurance Requirements may be further defined and/or revised via each Task Order issued to Consultant, if any.
- b. Furthermore, LAWA and Consultant agree that the insurance policy limits specified in the Administrative Requirements shall be reviewed by LAWA for adequacy annually, and/or before LAWA issues a Task Order(s), if any, to Consultant, throughout the term of this Contract, who may thereafter require Consultant to adjust the amount(s) of insurance coverage(s) to whatever amount(s) LAWA deems to be adequate.

11. LAWA and City Held Harmless.

- a. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold harmless LAWA, the City and any and all of LAWA's and the City's Boards, officers, agents, employees, assigns and successors in interest from and against any and all suits, claims, causes of action, liability, losses, damages, demands or expenses (including, but not limited to, attorney's fees and costs of litigation), claimed by anyone (including Consultant and/or Consultant's agents or employees) by reason of injury to, or death of, any person(s) (including Consultant and/or Consultant's agents or employees), or for damage to, or destruction of, any property (including property of Consultant and/or Consultant's agents or employees) or for any and all other losses, founded upon or alleged to arise out of, pertain to, or relate to the Consultant's and/or sub-consultant's performance or non-performance of the Contract, whether or not contributed to by any act or omission of LAWA, the City, or of any of LAWA's or the City's Boards, officers, agents or employees; provided, however, that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from or relate to Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, this paragraph shall not be construed to require Consultant to indemnify or hold LAWA or the City harmless to the extent such suits, causes of action, claims, losses, demands and expenses are caused by, as applicable, the LAWA's or the City's sole

negligence, willful misconduct or active negligence; provided further that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from Consultant's performance of a "Construction Contract" as defined by California Civil Code Section 2783, Consultant's indemnity obligations shall be limited to allegations, suits, claims, causes of action, liability, losses, damages, demands or expenses arising out of, pertaining to, or relating to the Consultant's negligence, recklessness or willful misconduct in the performance of the Contract.

- b. For purposes of clarification, not of limitation, of the foregoing, in the case of any hazardous substance spill, leak, discharge or contamination by Consultant or its employees, servants, agents, contractors or sub-consultants which affects property of the City or LAWA or its tenants' property, Consultant agrees to make or cause to be made any necessary corrective actions to clean up and remove any spill, leakage or contamination to the satisfaction of LAWA. If Consultant fails to repair, cleanup, properly dispose of or take any other corrective actions as required herein, the City may (but shall not be required) to take all steps it deems necessary to properly repair, clean up, or otherwise correct the conditions resulting from the spill, leak or contamination. Any such repair, clean-up or corrective actions taken by the City shall be at Consultant's sole cost and expense and Consultant shall indemnify and pay for and/or reimburse the City for any and all costs (including any administrative costs) the City incurs as a result of any repair, clean-up or corrective action it takes.
- c. In addition, and consistent with the requirements of Section 13 below, Consultant agrees to protect, defend, indemnify, keep and hold harmless LAWA and the City, including its Boards, Departments and LAWA and the City's officers, agents, servants and employees, from and against any and all claims, damages, liabilities, losses, and expenses arising out of any threatened, alleged, or actual claim that the end product provided to LAWA by Consultant violates any patent, copyright, trade secret, proprietary right, intellectual property right, moral right, privacy, or similar right, or any other rights of any third party anywhere in the world. Consultant agrees to, and shall, pay all damages, settlements, expenses and costs, including costs of investigation, court costs and attorney's fees, and all other costs and damages sustained or incurred by LAWA or the City arising out of, or relating to, the matters set forth above in this paragraph of the foregoing "Hold Harmless" agreement.
- d. In Consultant's defense of LAWA and the City under this Section, negotiation, compromise, and settlement of any action, LAWA and the City shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.

11.2. Survival.

The following provisions of this Contract shall survive the expiration or earlier termination of this Contract;

- a. Consultant obligations regarding retention of project records, including as contained in Section 8;
- b. Consultant obligations regarding insurance in Section 10;
- c. Section 11 regarding indemnification and holding LAWA and City harmless;
- d. Section 13 regarding intellectual property;
- e. Section 27 regarding default and termination;
- f. Section 29 regarding Consultant representations and warranties;
- g. Section 30 regarding limitations on liability;
- h. Sections 32 and 38 regarding construction, governing law, and disputes; and
- i. any Consultant liability or obligations to LAWA arising from a Default as may be stated in this Contract.

12. Hazardous Materials and Other Regulated Substances.

Should any hazardous substance spill, leak, discharge or contamination that affects property of the City or its tenants' property not be caused by Consultant or its employees, servants, agents, contractors or sub-consultants, only then shall Consultant not be held responsible for the presence or remediation of asbestos, asbestos-related materials, or any other hazardous substance, in any form whatsoever, as such materials and substances are defined by the Environmental Protection Agency or any other public authority, found on any property or structure that is the subject of Services performed by Consultant under this Contract.

13. Intellectual Property Ownership and Rights.

13.1. Ownership.

- a. All Work Product (as hereinafter defined) originated and prepared by Consultant or its sub-consultant of any tier under this Contract shall be and remain the property of LAWA for its use in any manner it deems appropriate; provided, however, that any use unintended under this Contract, or modification or alteration of the Work Product without the direct involvement of the Consultant shall be without liability to Consultant.
- b. "Work Product" are all works, tangible or not, created by Consultant and/or its sub-consultant(s) for LAWA as part of the Services including, without limitation, documents, deliverables, material, data, reports, analysis, studies, surveys, modeling files, manuals, specifications, artwork, drawings, sketches, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas matters and combinations

thereof, and all forms of intellectual property therein, but excluding notices and correspondence to the extent such do not themselves constitute or include the foregoing.

- c. To the extent applicable under the U.S. Copyright Act or otherwise, all Work Product created by Consultant under this Contract are work-made-for-hire created for the sole benefit and ownership of LAWA in which Consultant transfers any ownership rights and claims to LAWA upon creation. Consultant hereby assigns, and agrees to assign to LAWA, all goodwill, copyrights and trademarks in all Work Product originated and prepared by Consultant and/or its sub-consultant(s) pursuant to the Contract. Consultant further agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. This paragraph shall survive expiration or termination of this Contract.

13.2. Obligations on Sub-consultant.

Any sub-contract entered into by Consultant relating to this Contract, to the extent allowed hereunder, shall include a like provision (on LAWA's ownership in Work Product) for work to be performed under this Contract to Contractually bind or otherwise oblige its sub-consultants performing work under this Contract such that LAWA's ownership rights of all Work Product are preserved and protected as intended herein. Failure of Consultant to comply with this requirement or to obtain the compliance of its sub-consultants with such obligations shall subject Consultant to all remedies allowed under law and termination of this Contract.

13.3. Use of Work Product by Third Parties.

Consultant shall not make available, provide or disclose any Work Product to any third party without prior written consent of LAWA.

13.4. No Transfer of Pre-Existing Intellectual Property.

- a. Nothing herein may be construed to transfer to LAWA any ownership, interest or right in any of the Consultant's intellectual property, trade secrets or know-how that is pre-existing before commencement of this Contract, or that is derived independent of Consultant's performance of this Contract.
- b. Notwithstanding the foregoing, unless expressly stated otherwise, for all third-party and Consultant's intellectual property (if any) that is pre-existing before commencement of this Contract, including software, required to operate or use any Work Product delivered by Consultant, Consultant hereby grants and shall cause others to grant LAWA (including its agents and consultants) a royalty-paid,

perpetual, irrevocable license to use such pre-existing intellectual property internally by LAWA (including its agents and consultants).

13.5. Non-Infringement Warranty.

Consultant hereby represents and warrants that performance of all obligations under this Contract does not infringe in any way, directly or contributory, upon any third party's intellectual property rights, including, without limitation, patents, copyrights, trademarks, trade secrets, right of publicity, and proprietary information. This Section shall survive expiration or termination of this Contract.

13.6. Indemnification of Third-Party Intellectual Property Infringement Claims.

- a. Consultant shall defend at its sole expense and hold harmless LAWA, its commissioners, officers, directors, agents, employees, or affiliates ("LAWA Defendants") in any infringement claim, demand, proceeding, suit or action ("Action" hereinafter), for any infringement or violation, actual or alleged, direct or contributory, intentional or otherwise, of any intellectual property rights, including patents, copyrights, trade secrets, trademarks, service marks, ideas, concepts, themes, methods, algorithms and other proprietary information or rights (collectively "Intellectual Property Rights" hereinafter), (1) on or in any design, medium, matter, plant, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by the Consultant or sub-consultants in performing the work under this Contract; or (2) as a result of LAWA's actual or intended use of any Work Product furnished by Consultant and/or sub-consultants under the Contract.
- b. Consultant also shall indemnify LAWA against any loss, cost, expense, liability, and damages awarded against LAWA or settlement as a consequence of such Action. Under no circumstances is Consultant liable under this sub-section to defend and hold LAWA harmless, where LAWA licenses or sublicenses for profit any of the intellectual property rights in the Work Product to a third-party whose use of the intellectual property gives rise to the alleged infringement and whose use is not in any way part of the intended use for the benefit of LAWA under this Contract.
- c. In Consultant's defense of LAWA Defendants, negotiation, compromise, and settlement of any such infringement Action, LAWA shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals therefrom, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.
- d. Where any Work Product furnished by Consultant is in a form of software or firmware ("Vehicle"), and if any part of such Vehicle (X) becomes the subject of an Action, (Y) is adjudicated as infringing a third party's Intellectual Property right, or (Z) has its use enjoined or license terminated; Consultant shall, with LAWA's

consent, do one of the following immediately. Consultant shall at its expense either:

- i. Procure for LAWA the right to continue using said part of the Vehicle; or
 - ii. Replace the Vehicle with a functionally equivalent, non-infringing product.
- e. Exercise of any of the above-mentioned options shall not cause undue business interruption to LAWA or diminish the intended benefits and use of the Work Product by LAWA under the specifications herein.
- f. Rights and remedies available to LAWA hereinabove shall survive the expiration or other termination of this Contract. Further, the rights and remedies are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States, the State of California, and the City of Los Angeles. This paragraph shall survive the expiration or other termination of this Contract.

13.7. Consultant's Trade Secrets.

- a. Trade Secrets, as used in this Contract, are defined in California Government Code Section 6254.7 and California Evidence Code Section 1061(a)(1) and may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented, which is known only to certain individuals within a commercial concern who are using it to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it. No Work Product created and delivered to LAWA under this Contract may constitute Trade Secrets of Consultant.
- b. Consultant hereby stipulates that LAWA is not nor expected to be in possession of any of Consultant's Trade Secrets. In the unlikely event that Consultant reveals any of its Trade Secrets (that is so marked conspicuously on every page) to LAWA to further the intent and purpose of this Contract and so notifies LAWA in writing that it has revealed its Trade Secrets to LAWA, then LAWA agrees to notify Consultant of any request made pursuant to the California Public Records Act, Cal. Gov. Code, § 6250 et seq., ("CPRA") that includes Consultant's Trade Secrets. LAWA may disclose any of Consultant's Trade Secrets if Consultant does not object in writing to LAWA after ten (10) calendar days from the notice mailing date by LAWA to Consultant of the CPRA request.

14. Responsibility for Fault.

- a. All costs incurred due to the fault of the Consultant in carrying out the Services pursuant to the Contract Documents, including but not limited to correcting Work

Product or Requests for Payment, shall be borne by Consultant without any right to claim additional compensation.

- b. The Consultant shall, without additional compensation, correct or revise any deficiencies or errors or omissions caused by the Consultant in its Services and Work Product, including but not limited to Consultant's analysis and reports.
- c. The Consultant also agrees that if any error or omission or deficiency is found in its performance of Services and/or Work Product, LAWA shall not pay for (and may be reimbursed for) that portion of the Services and/or Work Product containing material error(s), omission(s), and/or deficiency(ies) and the Consultant shall expeditiously make the necessary correction, at no cost to LAWA, except when such error was directly caused by LAWA.
- d. The Consultant also agrees that if Consultant misses a deadline identified in a Task Order(s), LAWA may not pay for that portion of the Work Product that is delivered after that deadline identified in a Task Order(s), except when such untimely performance was solely caused by LAWA.

15. Independent Contractor.

In furnishing the Services provided for herein, Consultant is acting as an independent contractor, is to furnish such Services in its own manner and method, and is in no respect to be considered an officer, employee, or agent of LAWA.

16. Civil Rights - General

16.1. Title VI Assurances - 49 CFR § 21.7(a)(1); 49 CFR Part 21 Appendix C (b)

- a. In all its activities within the scope of its airport program, the Consultant agrees to comply with pertinent statutes, Executive Orders, and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability be excluded from participating in any activity conducted with or benefiting from Federal assistance.

This provision is in addition to that required by Title VI of the Civil Rights Act of 1964.

- b. The above provision binds the Consultant and its sub-consultants from the bid solicitation period through the completion of the Services under the Contract. If

the Consultant transfers its obligation to another, the transferee is obligated in the same manner as the Consultant.

16.2. Title VI Assurances – 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, Effective April 24, 2013

Consultant further agrees to comply with all applicable US DOT Standard Title VI/Non-Discrimination, set forth in Exhibit 6, attached hereto and made a material term of this Contract, as such requirements may be amended or interpreted by the FAA or the United States Department of Transportation from time to time; specifically, the following clauses as provided in Exhibit 6:

- a. Title VI List of Pertinent Nondiscrimination Acts and Authorities
- b. Compliance with Nondiscrimination Requirements

16.3. Audit of Subcontracts

LAWA may conduct a review of the Consultant's compliance with this Section 16. Consultant must cooperate with LAWLA throughout the review process by supplying all requested information and documentation to LAWLA, making Consultant staff and officials available for meetings as requested, and correcting any areas of non-compliance as determined by LAWLA.

16.4. Inclusion of Terms

Consultant agrees that it shall insert the provisions found in Sections 16.1 and 16.2, inclusive of Exhibit 6 in whole, in any solicitation, subcontract, sublease, assignment, license, transfer, or permit, or other instrument, by which said Consultant grants a right or privilege to any person, firm, or corporation under this Contract.

17. City Nondiscrimination and Affirmative Action Program.

- a. During the term of this Contract, Consultant agrees and obligates itself in the performance of this Contract not to discriminate against any employee or applicant for employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual orientation, age, physical handicap, marital status, domestic partner status, or medical condition. Consultant shall take affirmative action to ensure that applicants for employment are treated, during the term of this Contract, without regard to the aforementioned factors and Consultant shall comply with the affirmative action requirements of Los Angeles Administrative Code Sections 10.8, et seq., or any successor ordinances or laws pertaining to discrimination.
- b. During the performance of this Contract, Consultant agrees to comply with Section 10.8.3 of the Los Angeles Administrative Code ("Equal Employment Practices"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.3.E and 10.8.3.F of said Administrative Code, the failure of Consultant to comply with

the Equal Employment Practices provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with said Equal Employment Practices provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.

- c. During the performance of this Contract, Consultant agrees to comply with Section 10.8.4 of the Los Angeles Administrative Code (“Affirmative Action Program”), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.4.E and 10.8.4.F of said Administrative Code, the failure of Consultant to comply with the Affirmative Action Program provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with the Affirmative Action Program provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.
- d. All subcontracts awarded by Consultant pursuant to this Contract shall contain provisions similar to the foregoing and Consultant shall require each of its sub-consultants to complete a like certification and to submit to it an Affirmative Action Plan acceptable to LAWA.
- e. Consultant also agrees to comply with the provisions of Article 3 of Chapter 1, Part 7, Division 2 of the Labor Code of the State of California, and with all other applicable statutes, ordinances, and regulations relative to employment, wages, and hours of labor.

18. First Source Hiring Program for Airport Employers (LAX Only).

Consultant shall comply with the applicable provisions of the First Source Hiring Program adopted by the Board. The rules, regulations, requirements, and penalties of the First Source Hiring Program are made a material term of this Contract. Consultant shall be an “Airport Employer” under the First Source Hiring Program.

19. Inclusivity Terms.

19.1. General Inclusivity Terms.

- a. Consultant shall comply with the Inclusivity Commitments made in its SOQ and incorporated in the SOQ Extracts included in the Contract with respect to Small Business Enterprise (SBE), Local Business Enterprise (LBE), Local Small Business Enterprise (LSBE), and/or Disabled Veteran Business Enterprise (DVBE) (together the “Certified Firms”).
- b. The strategies and commitments set forth in Consultant’s SOQ Extracts, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments,

shall become enumerated requirements in the Contract and are referred to herein as the “Inclusivity Commitments.”

19.2. Team Composition.

Throughout the term of the Contract, Consultant shall identify an individual from among its personnel who will represent the Consultant as the inclusivity liaison to LAWA (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Consultant’s inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

19.3. Certified Firm Participation Requirements.

Throughout the term of the Contract, Consultant shall achieve the mandatory minimum Certified Firm participation percentages set by LAWA and any excess committed to by the Consultant. Consultant shall confirm and submit BE certification documentation for all Members. Participation shall be subject to ongoing monitoring and reviews by LAWA to verify Consultant’s compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic inclusivity performance assessments and reviews by LAWA of relevant agreements, documents and data.

19.4. Failure to Meet Requirements.

- a. Consultant may be assessed a penalty of up to 10% of the amount of the Certified Firm Subcontract(s) involved for failure to meet any of the Inclusivity Commitments.
- b. Consultant must receive written approval from LAWA for any reduction, increase, or other change to any Certified Firm subcontract amount. If a Certified Firm sub-consultant’s scope of work is reduced or eliminated as a result of a Change Order issued by LAWA, the resulting change in the Certified Firm participation will not be subject to a penalty.

19.5. Inclusivity & Workforce Development Plan Performance and Reporting.

- a. Consultant shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Consultant’s approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Consultant shall update and submit the Inclusivity and Workforce Development Plan to LAWA annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and build Certified Firm capacity.
- b. Consultant shall provide LAWA with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Consultant shall comply with periodic

- performance assessments, and/or reviews of contract/subcontract documents, as needed.
- c. LAWA shall conduct an annual review of the Consultant's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.
 - d. Consultant shall report all sub-consultant payments using the system designated by LAWA and augmented by monthly status reports. Consultant shall require all sub-consultants at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
 - e. Consultant shall use LAWA's LCPTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

19.6. Mentor Protégé Program.

- a. Consultant shall develop and manage a program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work. The Mentor-Protégé Program shall make an effort to include at least one firm whose revenues exceeded the SBA small business size standards within the last 5 years.
- b. The Mentor-Protégé Program shall define cohort size and frequency; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.
- c. Consultant shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.
- d. Consultant shall invite LAWA to participate in Mentee outreach and/or recognition events.
- e. Consultant shall coordinate with the LAWA Economic Impact Team.

19.7. Internship Program.

- a. The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based

organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.

- b. Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- c. Consultant shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1 schools are to be located within the Airport Impact Area cities or City of Los Angeles.
- d. Consultant shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- e. Consultant shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- f. Consultant shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.

19.8. Reporting.

Consultant shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAWA, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+, in addition to SBE, LBE, LSBE and DVBE.

20. Living Wage.

20.1. Living Wage Ordinance.

Consultant expressly agrees, as a part of its obligations under this Contract, to comply with the terms of the Living Wage Ordinance as set forth in Los Angeles Administrative Code Section 10.37, et seq., including any future amendments thereto.

20.2. General Provisions: Living Wage Policy.

- a. This Contract is subject to the Living Wage Ordinance ("LWO"), Section 10.37, et seq., of the Los Angeles Administrative Code, which is incorporated herein by reference. The LWO requires that, unless specific exemptions apply, any employees of service contractors who render services that involve an expenditure in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months are covered by the LWO if any of the following applies: (1) at least some of the services are rendered by employees whose work site is on property owned by the City, (2) the services could feasibly be performed by employees of the City if the awarding authority had the requisite financial and staffing resources,

- or (3) the designated administrative agency of the City has determined in writing that coverage would further the proprietary interests of the City.
- b. Employees covered by the LWO are required to be paid not less than a minimum initial wage rate, as adjusted each year.
 - c. The LWO also requires that employees be provided with at least twelve (12) compensated days off per year for sick leave, vacation, or personal necessity at the employee's request, and at least ten (10) additional days per year of uncompensated time pursuant to Section 10.37.2(b) of the LWO.
 - d. The LWO requires employers to inform employees making less than twelve dollars (\$12) per hour of their possible right to the federal Earned Income Tax Credit ("EITC") and to make available the forms required to secure advance EITC payments from the employer pursuant to Section 10.37.4 of the LWO.
 - e. Consultant shall permit access to work sites for authorized City representatives to review the operation, payroll, and related documents, and to provide certified copies of the relevant records upon request by the City. Whether or not subject to the LWO, Consultant shall not retaliate against any employee claiming non-compliance with the provisions of the LWO, and, in addition, pursuant to Section 10.37.6(c) of the LWO, Consultant agrees to comply with federal law prohibiting retaliation for union organizing.

20.3. Living Wage Coverage Determination.

An initial determination has been made that this is a service contract under the LWO and that it is not exempt from coverage by the LWO. Determinations as to whether this Contract is a service contract covered by the LWO, or whether an employer or employee are exempt from coverage under the LWO are not final, but are subject to review and revision as additional facts are examined and/or other interpretations of the law are considered. In some circumstances, applications for exemption must be reviewed periodically. The City shall notify Consultant in writing about any redetermination by the City of coverage or exemption status. To the extent Consultant claims non-coverage or exemption from the provisions of the LWO, the burden shall be on Consultant to prove such non-coverage or exemption.

20.4. Compliance; Termination Provisions And Other Remedies: Living Wage Policy.

- a. If Consultant is not initially exempt from the LWO, Consultant shall comply with all of the provisions of the LWO, including payment to employees at the minimum wage rates, effective on the Contract Effective Date, and shall execute the Declaration of Compliance Form attached to this Contract, contemporaneously with the execution of this Contract.
- b. If Consultant is initially exempt from the LWO, but later no longer qualifies for any exemption, Consultant shall, at such time as Consultant is no longer exempt,

comply with the provisions of the LWO and execute the then currently used Declaration of Compliance Form, or such form as the LWO requires.

- c. Under the provisions of Section 10.37.6(c) of the Los Angeles Administrative Code, violation of the LWO shall constitute a material breach of this Contract and the City shall be entitled to terminate this Contract and otherwise pursue legal remedies that may be available, including those set forth in the LWO, if the City determines that Consultant violated the provisions of the LWO. The procedures and time periods provided in the LWO are in lieu of the procedures and time periods provided elsewhere in this Contract. Nothing in this Contract shall be construed to extend the time periods or limit the remedies provided in the LWO.

20.5. Subcontractor/Sub-consultant Compliance.

Consultant agrees to include in every subcontract involving this Contract entered into between Consultant and any subcontractor/sub-consultant, a provision pursuant to which such subcontractor/sub-consultant:

- a. agrees to comply with the LWO and the Worker Retention Ordinance (“WRO”) with respect to this Contract;
- b. agrees not to retaliate against any employee lawfully asserting noncompliance on the part of the subcontractor/sub-consultant with the provisions of either the LWO or the WRO; and
- c. agrees and acknowledges that City, as the intended third-party beneficiary of this provision may:
 - i. enforce the LWO and the WRO directly against the subcontractor/sub-consultant with respect to this Contract, and
 - ii. invoke, directly against the subcontractor/sub-consultant with respect to this Contract, all the rights and remedies available to the City under Section 10.37.5 of the LWO and Section 10.36.3 of the WRO, as same may be amended from time to time.

21. Worker Retention Requirements.

21.1. Worker Retention Ordinance.

- a. This Contract may be subject to the WRO (Section 10.36, et seq, of the Los Angeles Administrative Code), which is incorporated herein by this reference.
- b. If applicable, Consultant must also comply with the WRO which requires that, unless specific exemptions apply, all employers under contracts that are primarily for the furnishing of services to or for the City and that involve an expenditure or receipt in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months, will provide retention by a successor contractor for a ninety-day (90-day) transition period of the employees who have been employed

for the preceding twelve (12) months or more by the terminated contractor or subcontractor/sub-consultant, if any, as provided for in the WRO.

- c. Under the provisions of Section 10.36.3(c) of the Los Angeles Administrative Code, the City has the authority, under appropriate circumstances, to terminate this Contract and otherwise pursue legal remedies that may be available if the City determines that the subject consultant violated the provisions of the WRO.

22. Compliance With Los Angeles City Charter Section 470(c)(12) and 609(E).

22.1. General Requirements.

The Consultant, other underwriting firm members of the underwriting syndicate, subcontractors/sub-consultants, and their principals are obligated to fully comply with City of Los Angeles Charter Sections 470(c)(12), 609(e) and related ordinances, regarding limitations on campaign contributions and fundraising to certain elected City officials or candidates for elected City office. Gifts to elected officials and certain City officials are also limited. Additionally, Consultant and other underwriting firm members of the underwriting syndicate are required to provide and update certain information to the City as specified by law. Any Consultant and other underwriting firm members of the underwriting syndicate subject to Charter Section 470(c)(12) and 609(e), shall include the following notice in any contract with a subcontractor/sub-consultant expected to receive at least one hundred thousand dollars (\$100,000) for Services under this Contract.

22.2. Notice Regarding City of Los Angeles Campaign Contribution and Fundraising Restrictions.

- a. As provided in Charter Sections 470(c)(12), 609(e) and related ordinances, you are subcontractor/sub-consultant or underwriting firm on City of Los Angeles Contract/Resolution #_____. Pursuant to City Charter Section 470(c)(12) and 609(e), underwriting firm, subcontractor/sub-consultant, and principals are prohibited from making campaign contributions and fundraising for certain elected City officials or candidates for elected City office for twelve (12) months after the City contract is signed. Additionally, gifts are limited to elected officials and certain City officials. Subcontractor/sub-consultant is required to provide to Consultant names and addresses of the subcontractor's/sub-consultant's principals and contact information and shall update that information if it changes during the twelve (12) month time period. Subcontractor's/sub-consultant's information included must be provided to Consultant within ten (10) business days. Failure to comply may result in termination of Contract or any other available legal remedies including fines. Information about the restrictions may be found at the City Ethics Commission's website at <http://ethics.laCity.org>/or by calling 213/978-1960.
- b. Consultant, underwriting firms, subcontractors/sub-consultants, and their principals shall comply with these requirements and limitations. Violation of this

provision shall entitle LAWA to terminate this Contract and pursue any and all legal remedies that may be available.

23. Assignment of Anti-Trust Claims.

Pursuant to California Government Code Sections 4550 et seq. regarding Anti-Trust Claims, it is the policy of the City to inform each Bidder/Proposer that in submitting a bid/proposal to LAWA the proposer offers and agrees to assign LAWA all rights, title and interest in and to all causes of action it may have under the Clayton Act or Cartwright Act, arising from purchases of goods, services or materials. This assignment is made and becomes effective at the time LAWA tenders final payment to the Consultant.

24. Equal Benefits Ordinance (EBO).

- a. Unless otherwise exempt in accordance with the provisions of the Equal Benefits ("EBO") Ordinance, this Contract is subject to the applicable provisions of the EBO Section 10.8.2.1 of the Los Angeles Administrative Code, as amended from time to time.
- b. During the term of this Contract, Consultant certifies and represents that the Consultant shall comply with the EBO. Furthermore, Consultant agrees to post the following statement in conspicuous places at its place of business available to employees and applicants for employment:
 - i. "During the term of a Contract with the City of Los Angeles, the Consultant shall provide equal benefits to its employees with spouses and its employees with domestic partners. Additional information about the City of Los Angeles' Equal Benefits Ordinance may be obtained from the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance at (213) 847-6480."

25. Child Support Orders.

- a. This Contract is subject to Section 10.10, Article I, Chapter 1, Division 10 of the Los Angeles Administrative Code, related to Child Support Assignment Orders, which is incorporated herein by this reference. Pursuant to this Section, Consultant (and any subcontractor/sub-consultant of Consultant providing services to the City under this Contract) will:
 - i. fully comply with all State and federal employment reporting requirements for Consultant's, or Consultant's subcontractor's/sub-consultant's, employees applicable to Child Support Assignments Orders;
 - ii. certify that the principal owner(s) of Consultant and applicable subcontractors/sub-consultants are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally;

- iii. fully comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment in accordance with California Family Code Section 5230, et seq.; and
 - iv. maintain such compliance throughout the term of this Contract.
- b. Pursuant to Section 10.10(b) of the Los Angeles Administrative Code, failure of Consultant, or an applicable subcontractor/sub-consultant, to comply with all applicable reporting requirements, or to implement lawfully served Wage and Earnings Assignment Orders and Notices of Assignment, or the failure of any principal owner(s) of Consultant or applicable subcontractors/sub-consultants to comply with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally, shall constitute a default of this Contract, thereby subjecting this Contract to termination, where such failure(s) shall continue for more than ninety (90) days after notice of such failure(s) to Consultant by LAWA (in lieu of any time for cure provided elsewhere in this Contract).

26. Contractor Responsibility Program.

- a. Pursuant to Resolution No. 21601 adopted by the Board of Airport Commissioners, effective May 20, 2002, the Contractor Responsibility Program (CRP) is the policy of LAWA to ensure that all LAWA contractors have the necessary quality, fitness, and capacity to perform the work set forth in the Contract. LAWA shall award contracts only to entities and individuals it has determined to be responsible contractors. The provisions of this Program apply to leases and contracts for construction, for services, and for purchases of goods and products that require Board approval.
- b. Bidders/Proposers are required to complete and submit with their bid/proposal the attached "Contractor Responsibility Program Questionnaire" ("CRP Questionnaire") that provides information LAWA needs in order to determine if the bidder/proposer is responsible and has the capability to perform the work under the Contract. The information contained in the CRP Questionnaire is subject to public review for a period of not less than fourteen (14) days. Bidders/Proposers are also required to complete, sign, and submit with their bid/proposal the attached "Contractor Responsibility Program Pledge of Compliance." Bidders/proposers are also required to respond within the specified time to LAWA's request for information and documentation needed to support a Contractor Responsibility Program determination. Sub-consultants shall be

required to submit the Pledge to the Consultant prior to commencing work. The CRP rules and regulations are available at <http://www.lawa.org>.

27. Default and Termination.

27.1. Default.

- a. The occurrence of any one of the following events shall constitute a "Default":
 - i. Consultant abandons all or a material part of the Services, which abandonment shall occur if Consultant:
 - A. expresses an intent not to perform, or continue to perform, a material part of the Services;
 - B. does not perform, or continue to perform, for a continuous period of sixty (60) days or more a material part of the Services; and/or
 - C. if, in the opinion of LAWA, Consultant otherwise fails to provide prompt, efficient and thorough Services, or if Consultant fails to complete the several portions of its Services within the time limits provided; or
 - ii. any other breach by Consultant of law or any of its obligations under the Contract Documents.
- b. The cure period for any Default is thirty (30) days after the date on which LAWA delivers notice to Consultant of the occurrence of the relevant Default, provided that no notice and opportunity to cure is required for any Default that by its nature cannot be cured or which presents a potential risk to the health, safety, or security of any person, the environment, the community, or property.

27.2. Termination.

- a. If a Default occurs and has not been cured within the applicable cure period (if any), LAWA may, in its discretion, terminate this Contract or any Task Order at any time that such Default is continuing by delivering to the Consultant a termination notice to such effect. Any such termination for Default shall be effective immediately on the date of the termination notice, or on such other date as LAWA may specify in such notice.
- b. LAWA may also terminate this Contract or any Task Order at its convenience, in whole or in part, at any time. If LAWA decides to terminate this Contract at its convenience, LAWA shall send a written notice of termination for convenience to Consultant specifying the extent to which performance of work under this Contract is terminated. Any such termination for convenience shall be effective

thirty (30) days from the date of the termination notice, or on such other date as LAWA may specify in such notice.

- c. Upon receipt of the notice, Consultant shall immediately cease all activity except for that activity expressly authorized by the notice of termination.
- d. Notwithstanding anything to the contrary, termination of this Contract in accordance with this Section shall not waive any right or claim to damages that LAWA may have and LAWA may pursue any cause of action that it may have under the Contract.
- e. If only a portion of the Services is terminated, the Consultant shall continue to complete the remaining portions of the work that was not terminated in accordance with the Contract.

27.3. Payment Following Termination.

- a. In the event this Contract, any Task Order, and/or Consultant's Services, or any portion of any of them, is terminated by LAWA, LAWA shall pay Consultant the amount calculated below subject to LAWA's right to withhold payment from Consultant.
- b. LAWA shall pay the Consultant such termination amount equal to the amount otherwise due to the Consultant for Services provided up to the termination date. Such payment shall be due on the later of thirty (30) days following termination and LAWA's receipt and approval of Consultant's invoice(s) therefor.
- c. LAWA shall not be liable to pay Consultant for the cost of Services performed, nor for expenses incurred by Consultant, subsequent to the termination effectiveness date. LAWA shall not in any case be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever arising from LAWA's termination of all or any portion of a Task Order, this Contract, and/or Consultant's Services.
- d. In the event of termination for Default, all costs and charges incurred by LAWA, together with the cost of completing the Services under the Contract and any Task Order, including compensation for any LAWA authorized representative's services and all other expenses made necessary thereby, shall be deducted from any monies due or which may become due the Consultant. If such expense exceeds the sum which would have been payable under the Contract, then the Consultant shall be liable and shall pay to LAWA the amount of such excess.
- e. Any termination payment to the Consultant determined in accordance with this Section constitutes the Consultant's exclusive remedy for a termination hereunder.
- f. Anything contained in this Contract to the contrary notwithstanding, a termination for Default shall not waive any right or claim to damages, with respect to

indemnification, or otherwise, that LAWA may have and LAWA may pursue any cause of action against Consultant that it may have under this Contract.

27.4. Consequences of Termination.

- a. All finished or unfinished documents and materials and Work Product produced or procured under this Contract, including all intellectual property rights thereto, will, to the extent not previously transferred or conveyed, become LAWA property upon, and promptly be delivered to LAWA following, the date of such termination unless otherwise noted in a Task Order(s).
- b. Consultant agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. This Section shall survive termination of the Contract.

28. Stop Work.

- a. LAWA may, at any time, upon written order to Consultant, require Consultant to stop all, or any part, of the Services called for by this Contract for a period of thirty (30) days. Said thirty (30) day period shall commence on the day the written order is delivered to Consultant, and shall further be extended for any period to which the Parties may agree. Any such order shall be specifically identified as a "Stop Work Order" issued pursuant to this clause.
- b. Upon receipt of such a Stop Work Order, Consultant shall forthwith comply with its terms.
- c. Within a period of thirty (30) days after a Stop Work Order is delivered to Consultant, or within any extension of that period to which the Parties have agreed, LAWA shall either:
 - i. cancel the Stop Work Order; or
 - ii. terminate the Services as provided in Section 27.
- d. If a Stop Work Order issued under this Section 28 is cancelled or expires, or the period of any extension thereof is cancelled or expires, Consultant shall not resume work until the Stop Work Order has been retracted in writing by LAWA. Upon issuance of the Stop Work Order an equitable adjustment shall thereafter be made for Consultant's time of performance, Consultant's compensation, or both, consistent with the provisions of Section 6.2 of this Contract, if:
 - i. the Stop Work Order results in an increase in the time required for, or in Consultant's cost properly allocable to, the performance of Services under this Contract; and
 - ii. Consultant asserts a valid claim for such adjustment within thirty (30) days after the end of the period of work stoppage; provided, however, that LAWA may investigate and substantiate any facts relating to any such claim.

- e. If a Stop Work Order is not cancelled or retracted, and the Services covered by such order are terminated for the convenience of LAWA, LAWA shall not be liable to pay Consultant for any profits anticipated by Consultant on account of Services unperformed or any loss of opportunity to perform other Services or compensation for any damages of any nature whatsoever or any costs incurred by Consultant resulting from said Stop Work Order.
- f. It is understood and agreed that should LAWA decide that any portion of a Task Order and/or Consultant's Services shall be suspended or terminated, this Contract shall continue to apply to that portion or those portions of the Task Order and/or Services not suspended or terminated, and that such suspension or termination of a portion of a Task Order and/or Services shall in no way make void or invalidate this Contract as to that portion, or those portions, not suspended or terminated.

29. Consultant Representations and Warranties.

Consultant represents and warranties made by it and set out below are true and correct as of the Contract Effective Date and the effective date of any Task Order:

- a. Consultant is a [type of company], with all requisite power to own its properties and assets and carry on its business as now conducted or proposed to be conducted under this Contract and any Task Order.
- b. Consultant is duly qualified to do business in the State, and is in good standing in the State and, as applicable, its state of formation or incorporation.
- c. Consultant has full power, right, and authority to execute and deliver and perform this Contract, and to perform all of Consultant's obligations provided for under this Contract.
- d. Each Person executing this Contract on behalf of Consultant has been duly authorized to execute and deliver this Contract on behalf of Consultant
- e. The execution, delivery, and performance of this Contract by Consultant has otherwise been duly authorized by all necessary action of Consultant.
- f. This Contract has been (or, at the time of execution and delivery, shall have been) duly and validly executed and delivered by Consultant.

30. Liability

30.1. Joint and Several Liability.

In the event that Consultant, or its successors or assigns, if any, is comprised of more than one individual or other legal entity (or a combination thereof), then and in that event, each and every obligation or undertaking herein stated to be fulfilled or performed by

Consultant shall be the joint and several obligation or undertaking of each such individual or other legal entity.

30.2. Waiver of Consequential Damages.

- a. Neither Party shall be liable to the other for any punitive, indirect, incidental, consequential or special damages of any nature, whether arising out of a breach of this Contract, tort (including negligence), or other legal theory of liability, including loss of bonding capacity, loss of bidding, loss of business or contracting opportunities, or other impact costs.
- b. The limitation set out above shall not apply to:
 - i. any amounts expressly payable pursuant to this Contract;
 - ii. Consultant's liability for claims and/or loss that are in respect of death or personal injury, to the extent that they are required to have been covered by insurance available to the Consultant, and amounts payable by Consultant under an indemnity pursuant to this Contract for third-party claims; and
 - iii. any Party's liability for loss arising out of fraud, willful misconduct, criminal conduct, recklessness, bad faith, or gross negligence on the part of the relevant Party.

30.3. No Personal Liability.

No agent, consultant, officer, or authorized employee of LAWA shall be responsible either personally or as an agent, consultant, officer or employee, or board member, for any liability arising under this Contract, it being understood that in such matters they act as representatives of LAWA.

30.4. Governmental Immunity.

The Parties acknowledge and agree that the each of LAWA and its officials, officers and employees are relying on, and do not waive or intend to waive, by any provision of this Contract, the monetary limitations or any other rights, immunities and protections provided by law, or otherwise available to each of LAWA and its officials, officers and employees.

31. Dispute Resolution.

- a. If any dispute arises out of or relates to this Contract, or the breach thereof, and if said dispute cannot be settled through direct discussions, the Parties agree to first endeavor to settle the dispute in an amicable manner through non-binding mediation in Los Angeles County before seeking recourse in the Superior Court of the State of California for the County of Los Angeles.
- b. If the Consultant and LAWA cannot agree on an alternative dispute resolution service in Los Angeles County, then as a default pick, mediation shall be held before Judicial Arbitration and Mediation Services, Inc. ("JAMS") in Los Angeles

County. No written or oral representation made during the course of any mediation shall be deemed a Party admission. The cost of such mediation shall be shared equally by the Parties.

- c. Any lawsuit must be filed in Los Angeles County, California. Venue shall be at the Southwest District of the Superior Court of the State of California for the County of Los Angeles.

32. Parties to Contract.

32.1. Binding Effect; Successors and Assigns.

This Contract shall be binding upon and inure to the benefit of LAWA and Consultant and each of their respective permitted successors and assigns.

32.2. Assignment or Transfer Prohibited.

- a. Consultant shall not, in any manner, directly or indirectly, by operation of law or otherwise, hypothecate, assign, transfer, or encumber this Contract, or any portion thereof or any interest therein, in whole or in part, without the prior written consent of LAWA. The names of subcontractors/sub-consultants or others whom Consultant intends to employ to perform Services as part of the project(s) shall be submitted to LAWA for prior approval.
- b. For purposes of this Contract, the terms “transfer” and “assign” shall include, but not be limited to, the following: (i) if Consultant is a partnership or limited liability company, the transfer of fifty percent (50%) or more of the partnership interest or membership or the dissolution of the Consultant; and, (ii) if Consultant is a corporation, any cumulative or aggregate sale, transfer, assignment, or hypothecation of fifty percent (50%) or more of the voting shares of Consultant.

32.3. Limitations on Third Party Beneficiaries.

- a. The Parties agree that this Contract is solely for the benefit of the Parties and, nothing herein is intended to create any third-party beneficiary rights for third parties.
- b. Notwithstanding the foregoing, the duties, obligations, and responsibilities of the Parties with respect to third parties shall remain as imposed by law.

33. Business Tax Registration.

- a. Consultant represents that it has registered its business with the City Clerk of the City of Los Angeles and has obtained and presently holds from that office a Business Tax Registration Certificate, or a Business Tax Exemption Number,

required by City's Business Tax Ordinance (Article 1, Chapter 2, Sections 21.0 and following, of City's Municipal Code).

- b. Consultant shall maintain, or obtain as necessary, all such certificates required of it under said Ordinance and shall not allow any such certificate to be revoked or suspended during the term hereof.

34. Confidentiality of Information.

- a. Consultant acknowledges that all deliverables (including but not limited to Work Product, all drawings, documents, specifications, plans, reports, statistics and data whether or not expressly marked confidential) and any other information in any form prepared by or provided to Consultant in connection with this Contract (whether or not expressly marked confidential collectively, "Program Data") may contain information vital to the security of the Airports. Consultant shall take utmost precaution/measures while sharing information with its sub-consultants, and shall do so on a need-to-know basis only, even while working on the project(s). If Consultant fails to comply with this Section, Consultant shall be liable for the reasonable costs of actions taken by LAWA, the airlines, the FAA, or the TSA that the applicable entity reasonably incurs in good faith as a result of such failure, including, without limitation, the design and construction of improvements, procurement and installation of security devices, and posting of guards. Consultant and its sub-consultants shall store all the information gathered as part of this project in a secure and safe place during and/or after the performance of this Contract.
- b. Except as authorized in writing by LAWA, Consultant must not issue any publicity news releases or grant press interviews, and except as may be required by law during or after the performance of this Contract, disseminate any information regarding its Services or the tasks/projects to which the Services pertain.
- c. If Consultant is presented with a subpoena or a request by any governmental entity regarding any Program Data which may be in Consultant's possession by reason of this Contract, Consultant must immediately give notice to LAWA and to the City Attorney for the City of Los Angeles, with the understanding that LAWA shall have the opportunity to contest such process by any means available to it before any Program Data are submitted to any court, administrative agency, or other third party. Consultant, however, is not obligated to withhold the delivery beyond the time ordered by a court or administrative agency, unless the subpoena or request is quashed or the time to produce is otherwise extended.

35. Appropriation of Funds.

- a. Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated herein, and in order for LAWA to comply with its governing legal requirements, LAWA shall have no obligation to make any payments to Consultant unless LAWA shall have first made an appropriation of funds equal to, or in excess of, its obligation to make any payments as provided in

this Contract. Consultant agrees that any services provided by Consultant, purchases made by Consultant, or expenses incurred by Consultant, in excess of said appropriation(s), shall be free and without charge to LAWA, and LAWA shall have no obligation to pay for any of said services, purchases or expenses. Consultant shall have no obligation to provide services, nor to incur any expenses, in excess of the appropriated amount(s) until LAWA appropriates additional funds for this Contract.

- b. If LAWA does not appropriate additional funds in an amount equal to, or in excess of, its obligation to make any payments as provided in this Contract, either Party may terminate the Contract by providing thirty (30) days written notice to the other Party. The Parties agree that this termination provision shall have no force or effect on either of the Parties' respective rights to terminate this Contract under any other provision thereof.

36. Waiver.

The waiver by LAWA of any breach of any term, covenant, or condition contained in the Contract Documents shall not be deemed to be a waiver of any other term, covenant, or condition of the Contract Documents, or of any subsequent breach of the same term, covenant, or condition.

37. Miscellaneous.

37.1. Construction.

- a. It is the intention of the Parties hereto that if any provision of this Contract is capable of different constructions, one of which would render the provision void and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid. Language shall be interpreted according to its fair meaning and not strictly for or against Consultant or the City/LAWA.
- b. Conflicts in the application or interpretation of any parts of the Contract Documents that cannot be resolved shall be interpreted in accordance with the following order of precedence (the first listed being the highest precedence): the Contract; the Contract Exhibits (other than Exhibit 4); the Administrative Requirements; Task Orders; Contract Exhibit 4 (SOQ Extracts); any related RFTOP or documents making up a LAWA issued direct solicitation package; and the RFQ including its addenda.
- c. In the event that any of the provisions, or portions or applications thereof, of this Contract are held to be unenforceable or invalid by any court of competent jurisdiction, LAWA and Consultant shall endeavor to negotiate an equitable adjustment in the provisions of this Contract with a view toward effecting the purpose of this Contract, and the validity and enforceability of the remaining provisions, portions or applications thereof shall not be affected thereby.
- d. This Contract shall be governed by and construed in accordance with the laws of the State, any applicable federal law, the Los Angeles City Charter, and the

ordinances, regulations, codes, and Executive Orders enacted and/or promulgated pursuant thereto.

- e. The section headings appearing herein shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning or intent of the provisions of this Contract.
- f. Except as otherwise expressly provided or as the context may otherwise provide:
 - i. a reference to the term “Contractor” or similar terms within the Contract Documents shall be construed as a reference to the “Consultant” as defined herein;
 - ii. a reference to any section within this Contract (including in the Exhibits) is a reference to such section of this Contract (excluding the Exhibits); and
 - iii. a reference to an agreement or other document, or to any law or permit, shall be construed to be a reference to such agreement, document, law or permit as it may be amended, modified, replaced, or supplemented from time to time.
- g. The singular includes the plural and vice versa.
- h. Except as otherwise expressly provided in this Contract, a reference to a person includes such person’s permitted successors, assigns and transferees, and any and all gender-specific references, classifications, and/or language shall be interpreted to be gender-neutral.
- i. Words preceding “include”, “includes”, “including” and “included” shall be construed without limitation by the words that follow.
- j. Except as otherwise expressly provided in this Contract or as the context may otherwise provide, words and phrases not otherwise defined herein:
 - i. that have well-known insurance, engineering, construction, or specialized technical industry meanings shall be construed pursuant to such recognized meanings where such meaning would be contextually appropriate; and
 - ii. of an accounting or financial nature shall be construed pursuant to the Generally Accepted Accounting Principles (GAAP), in each case taking into account the context in which such words and phrases are used.

37.2. Integration of Provisions Required by Law.

- a. The Parties agree that any additional provisions not set forth in this Contract required by any existing or future law to be inserted in this Contract are and shall be deemed to be incorporated in this Contract as and when required by or for

compliance with such Law with effect from the date of their incorporation (unless the law expressly provides for retroactive effectiveness).

- b. Subordination to United States Government
 - i. The Parties agree that this Contract shall be subject and subordinate to the provisions of any existing or future agreement between LAWA or the City and the United States of America or the State relative to the use, operation or maintenance of the Airport, the execution of which has been or may be required as a condition precedent to the transfer of federal rights or property to LAWA or the City or expenditure or reimbursement of federal or State funds (including federal grants-in-aid) for the development of the Airport, including but not limited to LAWA's Grant Assurance obligations to the federal government, or to any security requirements of state or federal government, including temporary security procedures or instructions.
 - ii. In the event that this Contract, either on its own terms or by any other reason, conflicts with or violates such agreement referred to in the prior paragraph, LAWA shall promptly notify Consultant of such conflict or violation, and work with Consultant to amend, alter or otherwise modify the terms of this Contract in order to resolve such conflict or violation in a manner reasonably acceptable to both Parties.

37.3. Severability.

If any provision of this Contract is held or deemed inoperative or unenforceable because it conflicts with any other provision or provisions hereof, or any constitution, statute, ordinance, rule of Law, public policy, or any other reason, the circumstances shall not render the provision in question inoperative or unenforceable in any other case or circumstances, or render any other provision herein contained invalid, inoperative, or unenforceable to any extent. The invalidity of any one or more phrases, sentences, clauses, or sections contained in this Contract shall not affect the remaining portions of this Contract or any part thereof.

37.4. Amendments and Waivers.

No changes, amendments, modifications, cancellation, or waiver of this Contract or any Task Order, including with respect to the Services, or any part thereof, shall be valid unless in writing and signed by the authorized representatives of the Parties hereto, or their respective successors and assigns. Oral changes, amendments, modifications, cancellations, or waivers are not allowed and shall have no effect.

38. Notices.

- a. Unless the context otherwise requires, any reference to a “notice” in this Contract means a notice, request, demand, instruction, deliverable, or other communication, and any such notice must be made in writing.
- b. All notices and any other information required to be provided to a Party under this Contract shall be made in writing, and shall be delivered either personally, by overnight delivery service, by U.S. certified or registered mail, postage prepaid, or by email addressed to the Parties at their respective addresses indicated below or, at LAWA’s election, using the document management system or as provided by LAWA:
- c. Notices to City, LAWA, and to the City Attorney of the City of Los Angeles will, until Consultant’s receipt of written notice otherwise from these parties, be addressed to said parties at:

Los Angeles World Airports	Office of the City Attorney
The Development Group	1 World Way
7301 World Way West, 10th Floor	P.O. Box 92216
Los Angeles CA, 90045	Los Angeles, CA 90045
- d. Notices to Consultant will, until LAWA’s receipt of written notice otherwise from Consultant, be addressed to Consultant at:

CMTS, LLC.
5777 W Century Blvd # 1105
Los Angeles, CA, 90045
- e. Notices sent by overnight delivery service shall be deemed received on the Business Day (defined as any day other than a Saturday, Sunday or legal holiday in the State) following the date of deposit with the delivery service. Mailed notices shall be deemed received upon the earlier of the date shown on the return receipt, or the second Business Day after the date of mailing. Any notice sent by email or through the document management system will be deemed received when confirmed by written or electronic confirmation of receipt by the addressee of the email or equivalent digital documentation.
- f. Notwithstanding the foregoing, any service of process must at all times be physically delivered.

39. Vendor Discount.

Consultant agrees to offer LAWA any discount terms that are offered to its best customers for similar goods and services to be provided herein, and apply such discount to payments made under this Contract which meet the discount term. Consultant covenants, represents and warrants that all of the pricing benefits and terms granted by Consultant herein are at least as favorable to LAWA as the benefits and terms granted by Consultant

to any current customer or client for similar services offered by Consultant for time and materials (T&M) contracts.

40. Iran Contracting Act, 2010.

In accordance with California Public Contract Code Sections 2200-2208, contractors entering into or renewing contracts with the City for goods or services estimated at one million dollars (\$1,000,000) or more are required to complete, sign and submit the Iran Contracting Act of 2010 Compliance Affidavit ("Affidavit"). A copy of Consultant's completed Affidavit is attached hereto as Exhibit 5. Consultant's compliance with the terms of the Iran Contracting Act of 2010 is made a requirement and condition of this Contract.

41. LAWA Contractor Assessments.

- a. The LAWA Project Representative ("LPR"), Chief of Airport Planning - EPU, or his/her designee, shall evaluate Consultant's performance as often as the LPR deems necessary throughout the term of the Contract and after completion of the project and Services. Such evaluation shall be based on criteria provided in the LAWA Contractor Assessment ("LAWACA") Construction Project Instructions and LAWACA Rating Guidelines, incorporated into and made a material part of this Contract.
- b. LAWA shall provide Consultant with a copy of any LAWACA evaluation. Within fourteen (14) days of receipt of a copy of a LAWACA evaluation, Consultant may submit a response. LAWA may consider any LAWACA evaluation along with Consultant's response thereto, in evaluating future qualifications, proposals and/or bids submitted by Consultant to LAWA for contract award.

42. Execution.

- a. This Contract and any other document necessary for the consummation of the transaction contemplated by this Contract may be executed in counterparts, including counterparts that are manually executed and counterparts that are in the form of electronic records and are electronically executed. An electronic signature means a signature that is executed by symbol attached to or logically associated with a record and adopted by a party with the intent to sign such record, including facsimile or e-mail signatures. All executed counterparts shall constitute one agreement, and each counterpart shall be deemed an original.
- b. The Parties hereby acknowledge and agree that electronic records and electronic signatures, as well as facsimile signatures, may be used in connection with the execution of this Contract and electronic signatures, facsimile signatures or signatures transmitted by electronic mail in so-called PDF format shall be legal and

binding and shall have the same full force and effect as if a paper original of this Contract had been delivered that had been signed using a handwritten signature.

- c. All Parties to this Contract: (i) agree that an electronic signature, whether digital or encrypted, of a Party to this Contract is intended to authenticate this writing and to have the same force and effect as a manual signature; (ii) intended to be bound by the signatures (whether original, faxed, or electronic) on any document sent or delivered by facsimile or electronic mail or other electronic means; (iii) are aware that the other Party(ies) shall rely on such signatures; and, (iv) hereby waive any defenses to the enforcement of the terms of this Contract based on the foregoing forms of signature.
- d. If this Contract has been executed by electronic signature, all Parties executing this document are expressly consenting, under the United States Federal Electronic Signatures in Global and National Commerce Act of 2000 ("E-SIGN") and the California Uniform Electronic Transactions Act ("UETA") (California Civil Code §1633.1 et seq.), that a signature by fax, e-mail, or other electronic means shall constitute an Electronic Signature to an Electronic Record under both E-SIGN and UETA with respect to this specific transaction.

IN WITNESS WHEREOF, LAWA has caused this Contract to be executed on its behalf by Chief Executive Officer and Consultant has caused the same to be executed by its duly authorized officers, all as of the day, year and place first hereinabove written.

APPROVED AS TO FORM

Hydee Feldstein Soto, City Attorney

Date: _____

By: _____

Assistant/Deputy City Attorney

CITY OF LOS ANGELES

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Executive Officer

Department of Airports

By signing below, the signatory attests that they have no personal, financial, beneficial, or familial interest in this Contract.

By: _____

Chief Financial Officer

Department of Airports

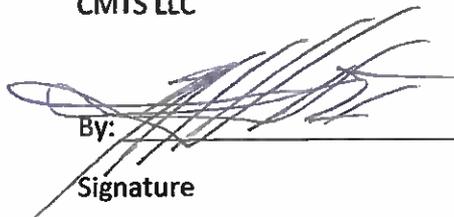
ATTEST:

By:  _____

Chief Operating Officer (Signature)

Yvonne McClain

CMTS LLC

By:  _____
Signature

K. Hezekiah Harris II

President / Managing Member

EXHIBITS

- Exhibit 1:** Position Descriptions, Key Personnel, & Common Rates
- Exhibit 2:** Cost Reimbursement Guidelines
- Exhibit 3:** Scope of Services
- Exhibit 4:** SOQ Extracts
- Exhibit 5:** Iran Contracting Act of 2010 Compliance Affidavit
- Exhibit 6:** Civil Rights – Title VI Assurances
- Exhibit 7:** Special Insurance Provisions



EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL, & COMMON RATES

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
ADA Consultant	Bachelor's degree in architecture or related field is preferred	Certified Access Specialist (CASp) certification is required. Optional certifications may include professional licensure, PMP, CCM and others.	5 or more years of experience in ADA consulting at large airport or similar facility. Experience with fulfillment of FAA requirements regarding ADA reporting is preferable.	Ability to perform detailed project site visits and author ADA focused reports quickly. Ability to work with project teams to support compliance with ADA. Able to find effective and expedient solutions to ADA issues. Able to work with the FAA and other stakeholders to fulfil ADA requirements and reporting. Works with little supervision required and achieves goals. Maintains professional demeanor in fast-paced and dynamic work environment.	\$160.00	x			
Administrative Assistant I	High school diploma (or equivalent)	None	Up to 5 years experience as an administrative assistant or related position	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$45.00	x			
Administrative Assistant II	High school diploma (or equivalent)	None	5 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$55.00	x			
Administrative Assistant III	High school diploma (or equivalent)	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors.	\$65.00	x			
Administrative Assistant IV	Post-Secondary Education	None	10 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$85.00	x			
Administrative Assistant V	Post-Secondary Education	None	15 years or more experience as an administrative assistant	Prepares correspondence, maintains calendars, sets up and coordinates meetings, takes meeting minutes, copies and scans documents, logs information, tracks documents, handles phone calls, greets and assists visitors. Additional duties include support of projects in regards to document control, project controls, financial processes, creating reports and power point presentations.	\$95.00	x			
Architect I	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$130.00	x			
Architect II	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	5 years or more experience as a licensed architect	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$170.00	x			
Architect III	Bachelor's degree or Master's degree in Architecture	Licensed Architect (preferably by CA Board of Architects) is required. Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification.	10 years or more experience as a licensed architect. Has demonstrable specialized experience/areas of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	Manages & produces architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities and coordinates with other disciplines as required. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$210.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.
 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Architect IV	Bachelor's degree or Master's degree in Architecture. Master's degree in Architecture (or related field) strongly preferred	Licensed Architect (preferably by CA Board of Architects) Optional certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional License or Certification.	15 years or more experience as a licensed architect Has demonstrable specialized experience of expertise. Led complex comparable projects as the lead architect or similar role. Manages the architectural scope on projects and has led the development of the entire project. Manages a team of design staff.	In responsible charge of architecture deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. May make presentations to stakeholders, create presentations, assist in writing governance documents, do updates to the architectural standards, perform code reviews and assist to resolve issues on projects during design and in the field. Specialized experience and/or expertise required for the successful delivery of specific aviation related architectural work. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$250.00	X			
Architectural Designer I	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	Up to 5 years' experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$120.00				
Architectural Designer II	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	5 years or more experience	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$140.00	X			
Architectural Designer III	Bachelor's degree in Architecture preferred. Associate or bachelor's degree in related field is also acceptable.	Optional Certifications may include LEED, Fitwel, PMP, PE, AICP etc. or any other relevant Certifications.	10 years or more experience. Supports major scope elements and may manage design team members.	Produces architectural drawings and diagrams in support of planning or design studies. Supports production of presentation materials as needed.	\$180.00	X			
BIM Administrator I	A higher education school diploma equivalent to at least and upper secondary school diploma	BIM Certification (to ISO 19650)	3 years or more of general work experience in the technical field; at least 1 year of specific work experience using the BIM method appropriate to the required professional profile. Direct experience with Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$80.00	X			
BIM Administrator II	A higher education school diploma equivalent to at least and upper secondary school diploma	BIM Certification (to ISO 19650)	5 years or more of general work experience in the technical field; at least 2 years of specific work experience using the BIM method appropriate to the required professional profile. Requires intermediate use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$110.00	X			
BIM Administrator III	Minimum associate degree in Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	10 years or more of general work experience in the technical field; 3 years or more of specific work experience using the BIM method appropriate to the required professional profile. Requires advanced use of Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Opening and evaluating more complex 3D models in either Revit, Civil 3D, Navisworks and VEO. Administration of Autodesk BIM360 Design environment, Administration of M-Six VEO project environment, field verification of model objects in the form of attribute data, and general file organization and administration.	\$130.00	X			

EXHIBIT 1 - POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows. * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.6 of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
BIM Manager	Bachelor's degree in Architecture or Engineering Technologies or equivalent	BIM Certification (to ISO 19650)	15 years or more of BIM experience in the technical field, 3 years or more of management experience specific to a team using the BIM method appropriate to the required professional profile. Requires advanced use Autodesk products related to BIM and GIS (including Revit and Build). Experience with GIS platforms and data.	Responsible for the overall management, direction and implementation of the BIM process. Facilitates the successful implementation of BIM technology and related processes.	\$200.00	x			
Claims Specialist I	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	10 years or more of experience analyzing and negotiating construction claims on large complex complex projects.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures.	\$240.00	x			
Claims Specialist II	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	15 years or more of experience analyzing and negotiating construction claims on large complex complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$260.00	x			
Claims Specialist III	Bachelor's or Masters degree in relevant discipline such as architecture, engineering, business, legal.	Licensure and Certifications may include PMP, PE, JD, CPA, etc. or any other relevant Professional Licensure or Certifications required.	20 years or more of experience analyzing and negotiating construction claims on large complex complex projects. Manages a team of claims specialists.	Responsible for comprehensive review, analysis, negotiation, and recommendations for resolution of design and construction claims. Also responsible for developing and implementing claims avoidance strategies and claims mitigation measures. Responsible for managing a team of claims specialists.	\$285.00	x			
Commissioning I	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	5 years or more of experience as a commissioning agent or commissioning specialist.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$140.00	x			
Commissioning II	Bachelor's degree in Engineering or related field	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	10 years or more of experience as a commissioning agent or commissioning specialist.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$170.00	x			
Commissioning III	Bachelor's degree in Engineering or related field. Master's degree preferred	Relevant Professional Licensure & Certifications are strongly preferred (ASHRAE's BCxP certification, ACG's CxA certification or equivalent.)	15 years or more of experience as a commissioning agent or commissioning specialist. Experience managing and leading a commissioning team.	Develop and implement commissioning processes for LAWA. Create and implement commissioning documents, commissioning plans, construction check lists, site acceptance test procedures, pre- and post-functional inspection checklists, integrated system test procedures, and control systems tests. Conduct on-site quality control inspections using documents created for site specific requirements. Work with the owner, contractor, design team and other consultants/stakeholders to ensure the project requirements are met.	\$220.00	x			
Construction Logistics Manager	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AIAA, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs. Manages team of logistics experts.	Reports on a regular basis to update construction activities in the CTA and report any potential conflicts between projects that may have planning, operational, schedule or cost impacts. Submit an executive summary of the Logistics Team monthly report summarizing the progress and utilization of the team, areas of further discussion that may cause potential impacts and the Logistics master schedules. Responsible for all reporting on all aspects of reporting, quality and accuracy of the reporting, maintaining a logistics dashboard showing nearterm and longterm logistics information, works actively and collaboratively across TDG. The Logistics Manager will identify the need for the development of new procedures or the refinement of existing procedures within TDG and make recommendations. The Manager will manage the Logistics Specialist. The Logistics Manager will work with the Logistics Team Project Managers, Operations and Contractors to develop a graphic representation of construction projects and the potential impacts that are affected by those projects.	\$200.00	x			
Construction Logistics Specialist I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc.	5 years or more experience, preferably on airport building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Creates reports and communication regarding logistics on multiple projects.	\$90.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Construction Logistics Specialist II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$120.00	x			
Construction Logistics Specialist III	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional Licensure &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport building programs or similar complex building programs.	Attends Terminal, roadway, and airfield project meetings to assess time and space schedule impacts across the CIP program. Review new projects for time and space conflicts, impacts to ongoing construction projects and operational impacts. Conduct Reviews of projects' submittals Phasing Plan and Site Logistics Plans, as submitted through the ASR and LIR process. Comment and schedule site walks as needed. Leads assessments of program logistics and creates reports and communication regarding logistics on multiple projects. Actively oversees ongoing logistics and changes.	\$160.00	x			
Construction Manager I	Bachelor's degree in Construction Management, Engineering or related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$120.00	x			
Construction Manager II	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	5 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$150.00	x			
Construction Manager III	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more Construction Management experience, preferably on airport projects	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$180.00	x			
Construction Manager IV	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	15 years or more Construction Management experience, preferably on airport projects and large complex multi year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$210.00	x			
Construction Manager V	Bachelor's degree in Construction Management, Engineering or related field. Master's degree preferred	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	20 years or more Construction Management experience, preferably on airport projects and large complex multi year projects. Manage a team of construction managers.	Plan, coordinate, budget, and supervise construction projects and/or project packages from start to finish. Prepare cost estimates, budgets, and work timetables, often in conjunction with other specialists. Interpret and explain contracts, requirements and technical information to other professionals. Collaborate with architects, engineers, designers and other construction specialists. Monitor projects and report progress and budget matters. Respond to work delays, emergencies, and other problems with the project. Ensure that the project complies with legal requirements, such building and safety codes.	\$230.00	x			
Contract Administrator I	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	3 years or more experience in the administration of commercial/government contracts	Performs a broad range of contract administrative duties, including procurements, billings, insurance, bonding, and compliance.	\$85.00	x			
Contract Administrator II	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	5 years or more experience in the administration of commercial/government contracts	Performs a broad range of contract administrative duties, including procurements, billings, insurance, bonding, and compliance.	\$110.00	x			
Contract Administrator III	Bachelor's degree in an engineering or business related field, as well as training in procurement, contract, construction, and commercial law	Experience with project management software preferred	10 years or more experience in the administration of commercial/government contracts	Works in collaboration with the Project Management team to ensure projects are delivered in compliance with all contractual terms and conditions and LAWA, City, State and Federal requirements	\$140.00	x			

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Cost Engineer I	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Preferred cost engineer certification, i.e. CCE, CCP	3 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$110.00	x			
Cost Engineer II	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required cost engineer certification, i.e. CCE, CCP	5 years or more of cost engineering experience directly related to construction projects, preferably aviation projects	Manages project cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$140.00	x			
Cost Engineer III	Bachelor's degree in Engineering, Construction Management or related field	Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required cost engineer certification, i.e. CCE, CCP	10 years or more of cost engineering experience directly related to construction projects, preferably aviation projects; Experience managing a team of cost engineers	Manages project's cost, involving such activities as estimating, cost control, cost forecasting, investment appraisal and risk analysis. Develops and monitors budget/cost plans, seeking the optimum balance between cost, quality and time requirements. Interfaces closely with related disciplines involved in cost, budget, schedule, management and planning. Duties extend beyond preparing cost estimates and schedules by helping project manager determine resources and support assessment and decision-making.	\$170.00	x			
Cost Estimator I	Bachelor's degree in Engineering, Construction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional License or Certification.	3 years or more of estimating experience directly related to both engineering and construction projects	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$110.00	x			
Cost Estimator II	Bachelor's degree in Engineering, Construction Management or related field.	Optional Certifications may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	5 years or more of estimating experience directly related to both engineering and construction projects	Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$140.00	x			
Cost Estimator III	Bachelor's or Master's degree in Engineering, Construction Management or related field.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	10 years or more of estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators.	Performs more complex assignments and may lead a team of estimators engaged in the following: Prepares pre-design cost estimates based on scope and project type. Prepares construction cost estimates from drawings, outlines, and specifications, on a variety of project types, reviews contractor and consultant cost proposals, negotiates change orders.	\$170.00	x			
Cost Estimator IV	Bachelor's or Master's degree in Engineering, Construction Management or related field. Master's degree preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	15 years or more of general estimating experience directly related to both engineering and construction projects. Experience managing a team of cost estimators. Has demonstrable socialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$200.00	x			
Cost Estimator V	Bachelor's or Master's degree in Engineering, Construction Management or related field. Master's degree strongly preferred.	Certifications required, may include PMP, PE, and/or any other relevant Professional License or Certification. Required to have certified estimating professional credentials.	20 years or more of general estimating experience directly related to both engineering and construction projects. Has demonstrable specialized experience/area of expertise.	All of the duties associated with Cost Estimator III, plus specialized experience and/or expertise required for the successful delivery of specific cost estimating work.	\$220.00	x			
Design Manager I	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	5 or more years of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of aviation improvements experience preferred.	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$110.00	x			
Design Manager II	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer preferred	10 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience preferred.	Ensures compliance with program/project design criteria requirements, coordinates with all stakeholders to assure design accuracy and quality. Manages a smaller project or a smaller aspect of a larger project. Frequently supports a Design Manager III for larger projects.	\$140.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Design Manager III	Bachelor's or Master's Degree in Architecture, Engineering, and/or related field	Professionally Licensed Architect and/or Engineer strongly preferred	15 years or more of experience in managing the design of large, complex building projects, utilities and infrastructure improvements. Design management of complex aviation improvements experience required. Experienced managing a team of design professionals.	Manages a Team of team of architects, engineers, and other professionals to guide the design, permitting, and construction-procurement of various airport capital improvement projects	\$170.00	X			
Digital Specialist I	Bachelor's degree in IT or related field.	IT certifications preferred.	5 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$85.00	X			
Digital Specialist II	Bachelor's degree in IT or related field.	IT certifications required.	10 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$120.00	X			
Digital Specialist III	Bachelor's degree in IT or related field.	IT certifications required.	15 years or more experience working in an enterprise environment particularly with infrastructure systems such as Cisco, SQL, or equivalents. Experience working with Microsoft 365, SharePoint, Dataverse, Acrobat, Java, and Flash.	Create, develop, and improve digital systems and tools, physical and virtual infrastructure, taking a lead role in overseeing the entire process from concept to implementation. Develop, refine and implement LAWA Digital requirements as necessary. Configure and evaluate system architecture, and use modeling and testing to assess and refine designs.	\$140.00	X			
Document Control Technician I	Two-year technical degree	Certifications for document control professionals highly desirable	5 years or more of experience with document processing and data management.	Receives and sends project documents to project staff, responds to records requests, and assists in the preparation of project files and administrative record for final closeout and retention.	\$75.00	X			
Document Control Technician II	Two-year technical degree	Certifications for document control professionals highly desirable	5-10 years' experience with document processing, data management, and document processing.	Manages the dissemination of project documents to project staff, maintains both hard copy and electronic files, responds to records requests, and prepares project files and administrative record for final closeout and retention.	\$85.00	X			
Document Control Technician III	Two-year technical degree Bachelor's degree preferred	Certifications for document control professionals highly desirable	10 years or more of experience with document processing, data management, and document processing. Experience managing a team of document control technicians.	Manages project documents, maintains both hard copy and electronic files, and coordinates the project files and administrative records for final closeout and retention. Collaborate with legal team to respond to administrative record requests and/or legal challenges.	\$120.00	X			
EIT Economic Impact Team Manager <i>*Key Personnel for Scope Category 3 Only</i>	B.S. / B.A. degree in engineering, construction, or business-related field; Master's degree preferred.	Relevant Professional Licensure &/or Certifications are preferred.	15+ years of experience in construction project or program management; Experience in alternative project delivery methods including construction manager at risk and design-build preferred	Responsible for the day-to-day management of the TDG Economic Impact Team (EIT) and implementation of the EIT CIP Strategic Execution Plan; Monitors and enforces contract provisions for inclusivity, workforce development, and prompt payment related to the CIP; Develops and uses custom reporting and applications to monitor compliance and improve processes; Develops training and workforce pathway programs; Works, develop and review RFP technical requirements to maximize economic impact through all CIP projects; Monitors and supports enforcement of workforce development and business inclusion contract provisions; coordinates RFQ/RFP development between The Development Group and Strategic Sourcing Division; Monitors adherence to CA and federal procurement guidelines; and provides advice on best practices and lessons learned; Coordinates strategies and activities with and submits reports to the LAWA Director of Economic Impact & Transformation and the Capital Program Executive/Chief Development Officer.	\$200.00			X	
EIT Labor Compliance Specialist I	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 5 years of experience performing Labor Compliance Analyst duties for comparable publicly funded projects/programs. Knowledge of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations; assist contractors with compliance inquiries; and analyze LCP Tracker reports for compliance trends.	\$90.00			X	

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EIT Labor Compliance Specialist II	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 5 to 9 years of experience performing Labor Compliance Analyst duties for a public agency mega project(s). High proficiency use of LCP Tracker required.	Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provide state and federal prevailing wage rates for inclusion in contract solicitation documents; review CPR submittals and analyze for potential compliance violations; assist contractors with compliance inquiries; and analyze LCP Tracker reports for compliance trends; Coordinates with LAWA Project Team and City of Los Angeles Office of Contract Compliance Public Works - Bureau of Contract Administration (BCA) to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Respond to prevailing wage questions/concerns/matters that may arise from contractors and construction workers; Review contractor labor policies for compliance with state and federal regulations	\$120.00			X	
EIT Labor Compliance Specialist III	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; may support procurements in regards to the economic impact through all CIP projects; Monitor and support enforcement of workforce development and business inclusion provisions; Report, track and monitor contract compliance with economic impact contract requirements; Provide critical program support to develop clear framework and effective procedures to standardize, clarify, and implement quality control and best practices to maximize opportunity through CIP projects; and Ensure that the intent and objectives of LAWA'S economic impact initiatives are set forth clearly and implemented consistently, effectively, and professionally.	\$140.00			X	
EIT Labor Compliance Specialist IV	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 10+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provides state and federal prevailing wage rates for inclusion in contract solicitation documents. Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages. Review contractor labor policies for compliance with state and federal regulations, and provide contractor and staff training to ensure proactive compliance approach.	\$160.00			X	
EIT Labor Compliance Specialist V	B.S. / B.A. degree or business-related field	Relevant certifications highly desired.	Minimum of 15+ years of experience performing senior level labor compliance duties for a public agency(ies) on multi-billion dollar capital programs. High proficiency of LCP Tracker required.	Works with Economic Impact Team to help generate KPI performance reports for workforce and inclusivity; maintain and optimize business engagement database; Ad hoc data and compliance analyses; help maintain compliance reports and performance dashboards; Works with Economic Impact Team identifying applicability of state/federal prevailing wage requirements, provides state and federal prevailing wage rates for inclusion in contract solicitation documents; Coordinates with LAWA Project Team and City of LA Office of Contract Compliance Public Works - Bureau of Contract Administration to present labor compliance requirements at pre-bid and pre-construction meetings for contracts subject to the payment of prevailing wages; Review contractor labor policies for compliance with state and federal regulations; and provide contractor and staff training to ensure proactive compliance approach; Respond to requests regarding certified payroll reports and/or other payroll related/labor compliance documents; Track changes and updates to state and federal labor compliance and prevailing wage regulations and standards; with the assistance of the LCO apply changes/updates to the labor compliance procedures and practices accordingly; Act as the main point of interaction between the LAWA, BCA, and the LCP Tracker team.	\$180.00			X	
EIT Workforce Development Coordinator I	AA Degree	None	Minimum 2 years of experience conducting outreach for local worker hiring program or community-based workforce development program.	Works with the Economic Impact Team to help develop, implement and support workforce development initiatives and/or programs such as college internship program and youth STEM engagement. Coordinates with LAWA Staff to monitor and track workforce development metrics and compile bi-weekly reports; coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement.	\$90.00			X	
EIT Workforce Development Coordinator II	AA Degree or Bachelor's degree	None	Minimum 3 to 5 years of experience working on local worker hiring program for a mega project and/or multi-billion dollar capital program. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Industry and Workforce Development Plans, Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts; Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$120.00			X	

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
EIT Workforce Development Coordinator III	Bachelor's degree	None	6 to 10 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusion and Workforce Development Plans, Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts, Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$40.00			x	
EIT Workforce Development Coordinator IV	Bachelor's degree	None	15 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusion and Workforce Development Plans, Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts, Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$160.00			x	
EIT Workforce Development Coordinator V	Bachelor's degree	None	20 years of experience or more managing local workforce program on a mega project or capital program or senior level HR experience with hiring and/or training program of disadvantaged youth or adults. Knowledge of LCP Tracker helpful.	Works with the Economic Impact Team to monitor and track workforce development metrics and compile performance reports including developer/prime activities related to training, youth, and disadvantaged worker outreach, workforce development, and community engagement/training opportunities; Review and assess contractor compliance with approved Inclusion and Workforce Development Plans, Coordinate with LAWA staff, HireLAX, developers/primes/subs and other City Departments on workforce development efforts, Coordinates with primes and subs to monitor worker availability and demand to maximize local worker placement, and monitor compliance with contract requirements.	\$180.00				
Engineer I	Bachelor's degree in Engineering	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	Up to 5 years' experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc.	\$110.00	x			
Engineer II	Bachelor's or Master's degree in Engineering	Licensed Engineer or EIT required (preferably by CA Board of Engineers) Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	5 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$150.00	x			
Engineer III	Bachelor's or Master's degree in Engineering	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is preferred. For geotechnical engineers GE is preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional Licensure or Certification	10 years or more experience, preferably on airport projects	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$200.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Engineer IV	Bachelor's or Master's degree in Engineering	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional License or Certification	15 years or more experience, preferably on airport projects. Managing team of engineers working on multiple projects. Has demonstrable specialized experience/area of expertise.	Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$260.00	X			
Engineer V	Bachelor's or Master's degree in Engineering (preferably Master's)	Licensed Engineer (preferably by CA Board of Engineers) is required. For structural engineers, SE is strongly preferred. For geotechnical engineers GE is strongly preferred. Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional License or Certification	20 years or more experience, preferably on airport projects. Managing large team of engineers working on multiple complex projects. Has demonstrable specialized experience/area of expertise.	Manages large team of engineers working on multiple, complex projects. Manages & produces engineering deliverables to support the planning, design, procurement, construction, operations, and maintenance of LAWA facilities. Engineering Disciplines may include Civil, Structural, Mechanical, Electrical, Plumbing, Transportation, Geotechnical, etc. Common tasks & deliverables may include Planning Studies, Design-Standards, Project Definition Book (PDB), Basis of Design (BOD), Concept Design, Schematic Design, Design Development, Plan-Check & Permitting, Construction Documents, Bidding & Procurement Support, Construction Administration, Stakeholder Outreach, Drawings, Specifications, Technical Reports, Presentations, etc.	\$300.00	X			
Field Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional License or Certification.	5 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$90.00	X			
Field Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional License or Certification	10 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$115.00	X			
Field Engineer III	Bachelor's degree in Engineering, Construction Management or other related field. Masters degree preferred.	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AAAE, LEED, PMP, etc., and/or any other relevant Professional License or Certification	15 years or more experience, preferably on airport projects	On-site oversight and coordination of construction activities between contractors and subcontractors, directing crews or workers on-site as necessary, and reporting on project status. Ensure on-site construction activities are on schedule and engineering designs are being followed, and acting to address delays, risks and deviations as necessary, typically in conjunction with office engineer, construction managers, project managers and others.	\$130.00	X			
Geologist I	Bachelor's degree in Geology, Chemistry, Physics, Mathematics, or other related field required.	Relevant Professional License & Certifications.	5 years of geological experience	Assists in conducting research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects.	\$85.00	X			
Geologist II	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required.	Relevant Professional License & Certifications.	10 years or more of geological experience	Conducts research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Assists with the development of technical reports and mitigation measures to mitigate impacts.	\$100.00	X			
Geologist III	Bachelor's or Master's degree in Geology, Chemistry, Physics, Mathematics, or other related field required. Master's degree preferred.	Certified by the Applied and Natural Science Accreditation Commission of ABET (preferred but not required) and any relevant Professional License &/or Certifications.	15 years or more of geological experience	Manages research and analysis on geologic information/data to identify potential impacts from the implementation of proposed projects. Manages the development of technical reports and mitigation measures to mitigate impacts. Manage field investigations to ensure the mapping and evaluating of geologic data. Must have the ability to prepare and interpret geologic maps, cross sections, stratigraphic columns, and written reports.	\$120.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
GIS Specialist I	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	Relevant Certifications.	5 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	Prepares data related to GIS in support of Proposed Project definitions and analysis.	\$90.00	x			
GIS Specialist II	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	10 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects.	May coordinate data related to GIS in support of Proposed Project definitions and analysis and QA/QC of data for existing/proposed facilities and infrastructure. Assist in building CAD/CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$120.00	x			
GIS Specialist III	Bachelor's degree from a recognized college or university with a major in Geography, Computer Science, or related field	GIS certifications are required, such as GIS Professional (GISP).	15 years or more experience working in Architecture or Construction Management with specific focus on GIS and Building Information Modeling (BIM), preferably on airport projects. Experience managing a project or a team of GIS specialists.	Manages and maintains data related to GIS in support of Proposed Project definitions and analysis, and QA/QC of data for existing/proposed facilities and infrastructure. Build CAD/CADD standards compliance review, support as-built/O&M data delivery at closeout.	\$140.00	x			
Graphic Designer I	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	5 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Assists in preparing ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations.	\$60.00	x			
Graphic Designer II	Bachelor's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	10 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; may translate statistical and other data into charts, graphs, illustrations and projection slides.	\$75.00	x			
Graphic Designer III	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	15 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$100.00	x			
Graphic Designer IV	Bachelor's or Master's degree in Graphic Design, Art or related field preferred.	Relevant Certifications.	20 years or more of full-time paid experience preparing graphic displays, descriptive charts, brochures or maps for commercial or public use.	Designs, coordinates and prepares ads, notices, posters, pamphlets, displays, signs, websites, and exhibits for informational, educational, and regulatory-required purposes; designs and lays out brochures, covers, and exhibits for technical and administrative reports and presentations; translates statistical and other data into charts, graphs, illustrations and projection slides.	\$120.00	x			
Inspection Quality Assurance Assistant Manager	Bachelor's degree in Civil Engineering or relevant field	Optional Certifications may include AAAE, LEED, PMP, PE, and/or any other relevant Professional Licensure or Certification.	10 years or more of experience providing quality assurance on vertical, tunnel or heavy civil construction types projects.	Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. The Assistant Quality Assurance Manager assists with the preparation and implementation of changes and/or updates to the Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed. Have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	\$160.00		x		
Inspector, Construction	High school diploma (or equivalent)	30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing inspection of large scale Public Works type projects.	Inspects the construction of a wide variety of airport improvements, utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work, and may provide construction inspection support. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measure and documents job quantities. Documentation and information retrieval may require computer literacy skills. Construction Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

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Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Inspector, Deputy Building	High school diploma (or equivalent)	Valid Los Angeles City Department of Building and Safety (LADBS) license for the scope of work being inspected; have a thorough knowledge of building construction practices, and be experienced in one or more of the expertise areas listed below: -Reinforced concrete -Reinforced masonry -Structural Steel and Welding -Prestressed Concrete Controlled Activities: -Sprayed Applied Fireproofing -Drilled-in Anchors -Shotcrete Soils/Grading -Seismic Resistance 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing as a LADBS Deputy Building Inspector large scale type projects	Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings; verify compliance with the aforementioned contract documents; and communicate effectively with Contractors, engineers, architects, and project management staff. Documents daily progress of the work, prepare monthly progress payment request, track various changes, verify time and material work, measure and document job quantities. Documentation and information retrieval may require computer literacy skills. Deputy Building Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Electrical/IT	High school diploma (or equivalent)	Current ICC Certification as a Commercial Electrical Inspector; Proof of NFPE-70E standards Completion of training must have been achieved within the last 3 years 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	Electrical/IT inspection staff shall have at 3 years or more of experience performing electrical/IT inspections; For task on the Airfield, 3 years or more of experience with airfield lighting is required.	Electrical/IT inspection staff shall have a thorough knowledge of the methods, materials and techniques of the electrical/IT trade; the ability to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction; have a general understanding of low voltage systems including in-life safety and information technology; have the ability to read and interpret contract documents, electrical codes, applicable standards. Electrical/IT Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Mechanical	High school diploma (or equivalent)	Current ICC Certification as a Commercial Mechanical Inspector; 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years	3 years or more of experience performing mechanical inspections on large scale Public Works type projects	Mechanical inspection staff possess a thorough knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations; shall have the ability to diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship. Document daily progress of work and inspect construction activities by applying knowledge of the materials and methods used in the installation of plumbing, heating, air conditioning and refrigeration installations; Diagnose and document hazards of unsanitary conditions caused by faulty materials or poor workmanship. Mechanical Inspectors must have the ability to set priorities, the ability to make decisions and work effectively with minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.	Subject to Prevailing Wage		X		
Inspector, Plumbing	High school diploma (or equivalent)	Current ICC Certification as a Commercial Plumbing Inspector; possess a thorough 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	3 years or more of experience performing plumbing inspections;	Plumbing Inspector shall have knowledge of the materials and methods used in the installation of plumbing installations; shall have a general understanding of plumbing systems including domestic water and sewage systems, and thorough knowledge of fire sprinkler pipe installations. Documents daily progress of the work, prepares monthly progress payment request, tracks various changes, verifies time and material work, measures and documents job quantities. Documentation and information retrieval may require computer literacy skills.	Subject to Prevailing Wage		X		
Inspector, Shop Fabrication	High school diploma (or equivalent)	Certifications such as CWI and NDT are highly desired and may be required for certain assignments. 30-hour Cal-OSHA training prior to assignment. The 30-hour training will have been received within the last 4 years.	5 years or more of experience performing in-process fabrication inspections of products associated with building and/or airfield construction projects.	Shop Fabrication Inspector shall possess a thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, mechanical equipment, architectural metals and specialized fabrications.	\$105.00		X		

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Intern	High school graduate	None	None	Assists in a variety of tasks and activities related to the scope of this contract. The goal is for the candidate to obtain work experience while fostering an interest in the aviation planning and project delivery and to develop the workforce for future projects	\$30.00	X	X	X	
IT Technical Support I	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licenses & Certifications preferred.	5 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. Troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$80.00	X			
IT Technical Support II	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licenses & Certifications preferred.	10 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. Troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$110.00	X			
IT Technical Support III	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licenses & Certifications preferred.	15 years or more experience	Monitor and maintain computer systems and networks. Identifies, investigates, and resolves users problems with computer software and hardware. Fields support calls, chat, email, and/or other communication from users with inquiries regarding software programming, connectivity, printing, and similar concerns in order to help set up systems or resolve issues. Troubleshoot system and network problems, diagnosing and solving hardware or software faults. Implement new software and hardware installation as required, including analysis of software and hardware usage and recommendations for implementation/improvement.	\$130.00	X			
IT Technical Support Manager	Bachelor's degree in Computer Science or related field preferred	Relevant Professional Licenses & Certifications preferred.	15 years or more of experience. Manages IT technical support team to support large complex organizations.	Manages and evaluates the performance of a help desk team, ensuring timely and accurate customer service. Recruit, train, and support help desk representatives and technicians. Establish customer service standards, contribute to improving customer support, and provide feedback to internal teams. Develop reports on team productivity and maintaining a problem-solving attitude to ensure high-quality technical support and enhance user satisfaction. Assists with review, testing, and implementation of technology solutions to increase productivity and efficiency.	\$175.00	X			
Office Engineer I	Bachelor's degree in Engineering, Construction Management or other related field	Optional Certifications may include AIAA, LEED, PMP, PE, and/or any other relevant Professional License or Certification.	5 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$100.00	X	X		
Office Engineer II	Bachelor's degree in Engineering, Construction Management or other related field	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional License or Certification	10 years or more experience, preferably on airport projects	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$125.00	X	X		
Office Engineer III	Bachelor's degree in Engineering, Construction Management or other related field, Masters degree preferred.	Licensed Engineer (preferably by CA Board of Engineers) is preferred Optional Certifications may include AIAA, LEED, PMP, etc., and/or any other relevant Professional License or Certification	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	Maintain organized and detailed construction files, project records and logs. Oversee and review daily field inspector reports. Track, document and manage project issues and conditions, including the management of the construction Request For Information (RFI) and submittal process. Provide and coordinate technical and administrative information to others working on a project to ensure that the work complies with all engineering standards, codes, specifications, and design instructions.	\$140.00	X	X		

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						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3
ORAT Consultant I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Certifications may include APQC, BPMI, IXDA, HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	5 years or more experience, preferably on airport projects	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$100.00	X			
ORAT Consultant II	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IXDA, HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	10 years or more experience, preferably on airport projects	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$140.00	X			
ORAT Consultant III	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Certifications may include APQC, BPMI, IXDA, HFES, ODCP, ODCC, CMC, ACMP, CCMP, PMP	15 years or more experience, preferably on airport projects Including experience leading a large team of ORAT professionals.	<p>Manages & produces deliverables to support and define the Operational Readiness Activation & Transition (ORAT) and other related activities.</p> <p>Common tasks & deliverables may include Concept of Operations, Stakeholder Outreach, Technical Reports, Training Plans, Transition Plans, Workshops, Presentations, etc.</p> <p>Works collaboratively with multiple stakeholder groups to define the current state of operations; determine the future state of operations and the ambitions/opportunities offered by new facilities; diagnose any existing shortfalls and how these can be addressed; create plans for training of staff for new facilities/technologies; implement the ORAT process, evaluate potential impacts of new processes/technologies and how best to minimize them through varying tools and techniques.</p>	\$180.00	X			
Planner I	Bachelor's degree in Architecture, Engineering, Planning or other related technical field required.	Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications.	5 years or more experience, preferably on airport projects	<p>Assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.</p>	\$100.00	X			
Planner II	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner Certification required Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications preferred	10 years or more experience, preferably on airport projects	<p>Works with a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to assist in developing planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.</p>	\$130.00	X			
Planner III	Bachelor's or Master's degree in Architecture, Engineering, Planning or other related technical field required. Master's degree preferred.	Planner certification required. Optional Certifications may include AIAA, LEED, PMP, PE, AICP etc. or any other relevant Professional Licensure or Certifications strongly preferred.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	<p>Coordinates and may manage a multi-discipline teams of architects, engineers, planners, estimators, schedulers, and other qualified professionals to develop planning documents including: CEQA/NEPA, compliance reviews, consistency determinations, mitigation monitoring reports, entitlement applications, etc. for projects and operational initiatives.</p>	\$150.00	X			
Principal in Charge*	Bachelor's or Master's Degree in Engineering, Project Management, Business, Computer Science, Education, Business/Management, Business/Administration, Urban Planning, Construction, or Architecture	Holds a leadership position in the Applicant (prime firm) reflected by a corporate title, ownership of the firm, or equivalent.	Typically 20+ Years Experience.	<p>The principal shall have a corporate or leadership function in the firm. This role shall have the authority to act as an agent on behalf of the firm in regard to matters regarding the contract and related services.</p> <p>Issues are escalated to this role, ensures overall satisfaction on the delivery of services, negotiates contractual matters, the LAWA Contractor Assessment is sent to this team member.</p>	\$300.00	X			

*Key Personnel for Base Scope; to be a member of the prime Applicant firm

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWVA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWVA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.
 * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWVA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Project Controls I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional License or Certifications.	5 years experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$110.00	x			
Project Controls II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional License or Certifications.	10 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$140.00	x			
Project Controls III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional License or Certifications.	15 years or more experience, preferably on airport projects	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities.	\$180.00	x			
Project Controls IV	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional License or Certifications.	20 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$200.00	x			
Project Controls V	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional License or Certifications.	25 years or more of experience, managing team of project controls staff	Responsible for project reporting, controls activities that includes planning / scheduling, cost engineering, cost estimating, cost analysis/control activities, change management. Directs cost estimating, analysis, and control activities. Directs schedule development, maintenance, monitoring, impact identification, and recovery plan development activities. Manages team of project controls specialists.	\$225.00	x			
Project Manager I	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc.	5 years or more experience, preferably on airport projects	Provides input on projects from design development stage through construction to ensure Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in coordinating with other LAWVA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Prepares messaging plan, notices, contingency planning and other tasks as needed.	\$130.00	x			
Project Manager II	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP etc. or any other relevant Professional License or Certifications.	10 years or more experience, preferably on airport projects	Assists in the development and implementation of work packages and Task Orders. May provide direction and input on projects from design development stage through construction. Ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Assists in facilitating coordination with other LAWVA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Assist in implementing messaging plan, notices, contingency planning and other tasks as needed.	\$160.00	x			
Project Manager III	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional License &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects	Manages the development and implementation of work packages and Task Orders. Provides direction and input on projects from design development stage through construction. May act as LAWVA's primary representative on a project, establishes standards for meeting minutes, records, etc. and ensures Designers and Contractors are meeting CEQA/NEPA and/or Entitlement requirements. Facilitates coordination with other LAWVA divisions and regulatory agencies (Planning, FAA, TSA, AQMD, SHPO, EPA, etc.) as appropriate. Coordinates messaging plan, notices, contingency planning and other tasks as needed.	\$210.00				
Project Manager IV	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional License &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	15 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager III, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfillment of LAWVA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWVA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWVA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$240.00	x			
Project Manager V	Bachelor's degree in Architecture, Aviation, Business, Engineering, Construction Management, Planning or other related technical field required. Master's degree preferred.	Relevant Professional License &/or Certifications are strongly preferred. Certifications may include AAAE, LEED, PE, PMP, AICP, etc.	20 years or more experience, preferably on airport projects Has demonstrable specialized experience/area of expertise.	All of the duties associated with Project Manager III, plus specialized experience and/or expertise required for the successful delivery of aviation projects. Oversees the fulfillment of LAWVA's overarching organizational goals by coordinating activities and interdependencies between multiple project teams with a focus on the strategy and delivery of the overarching program on behalf of LAWVA. Monitors key performance indicators for project and overall program progress, resources, budget, risks and opportunities. Collaborates and communicates with LAWVA leadership and project team leaders to review progress and tackle issues as they arise, taking corrective actions where needed.	\$280.00	x			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Public Outreach Lead	Bachelor's or Master's degree in Public Relations, Communications, Planning, Journalism, marketing, or related field. Master's degree preferred.	Relevant Professional Licensure & Certifications are strongly-preferred.	15 years or more experience, preferably as a Public Information Officer, conducting meaningful engagement with local business and community stakeholders, public agencies and/or regulatory agencies and officials.	Manages and leads the community outreach programs, including but not limited to public relations strategies to promote project goals/mission; project branding; social media design and content; outreach material design/content (press releases, fact sheets, public notices, project materials). Leads the coordination and marketing of public outreach events (Open Houses, Workshops, Public Hearings, etc.). Develops strategies to connect with stakeholders, and general public; may represent LAWA with stakeholders; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$250.00	x		x	
Public Outreach Specialist I	Bachelor's in Public Relations, Communications, Planning, Journalism, marketing, or related fields	Relevant Professional Licensure & Certifications.	5 years or more of relevant experience.	Assists with community outreach programs, including but not limited to public relations: social media, public outreach materials. Assists with public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in connecting with local stakeholders, and general public; and perform other tasks as needed.	\$120.00	x		x	
Public Outreach Specialist II	Bachelor's or Master's Degree in Public Relations, Communications, Planning, Journalism, marketing, or related fields	Relevant Professional Licensure & Certifications are preferred.	10 years or more relevant experience.	Assists in the development of community outreach programs to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Assists in organizing public outreach events (Open Houses, Workshops, Public Hearings, etc.). Assists in identifying and connecting with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$150.00	x		x	
Public Outreach Specialist III	Bachelor's or Master's Degree in Public Relations, Communications, Planning, Journalism, marketing, or related fields. Master's Preferred	Relevant Professional Licensure & Certifications are strongly-preferred.	15 years or more relevant experience.	Develops the community outreach programs to promote project goals/mission; project branding; social media design and content; public outreach material design/content (press releases, fact sheets, public notices, project materials). Coordinates public outreach events (Open Houses, Workshops, Public Hearings, etc.). Identifies and connects with local business and community stakeholders, and general public; will coordinate as needed with LAWA Economic Impact Team and Public Relations Department, and perform other tasks as needed.	\$200.00	x		x	
Quality Control Manager	Bachelor's degree or equivalent	Six Sigma, COE or CQA preferred	5 years or more experience, preferably on projects undergoing environmental documentation	Plan, execute, and oversee inspections of deliverables and testing for quality and conformance to specifications and scope; assist project management by tracking, documenting, and responding to details of quality and accuracy issues; investigate reports of quality issues and ensure resolution in accordance with project and contract guidelines, consultant firm specifications and regulatory requirements.	\$160.00		x		
Safety, Assistant Manager I	High school diploma (or equivalent)	The Assistant Safety Manager I must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credential.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager I works with contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regard to safety and security requirements.	\$150.00		x		
Safety, Assistant Manager II	High school diploma (or equivalent)	The Assistant Safety Manager II must at a minimum have an active Board of Certified Safety Professionals (BCSP) Construction Health and Safety Technician (CHST) credential. The Assistant Safety Manager II may also be required to be a California OSHA 10/30 instructor and a CPR/1st Aid instructor.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	Assistant Safety Manager II may be a night shift position that works with multiple contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. Monitors and documents all work taking place at night and has limited supervision.	\$170.00		x		
Safety, Assistant Manager III	High school diploma (or equivalent)	The Assistant Safety Manager III must at a minimum have an active Board of Certified Safety Professionals (BCSP) Associate Safety Professional (ASP), a CSP, or a Certified Industrial Hygienist.	Five years of experience providing safety oversight on vertical, tunnel or heavy civil construction type projects.	The Assistant Safety Manager III works with contractors, LAWA inspection, the Project Management Team, and others in order to ensure assigned projects are implementing effective safety programs and meeting the requirements of the contract documents with regards to safety and security requirements. The Assistant Safety Manager III may be a BCSP. The ASM III may be assigned to assist the Program Safety Manager in managing the Safety Team and the Safety Program as directed by the Program Safety Manager.	\$180.00		x		

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders Proposals. Key Personnel are denoted by shaded rows. * All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.2 of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Scope	Optional Scope Category 1	Optional Scope Category 2	Optional Scope Category 3*
Safety, Program Manager* <i>*Key Personnel for Scope Category 1 Only</i>	Bachelor's degree In Safety and Health, Engineering, Environmental Sciences or related field.	The Program Safety Manager must at a minimum have an active Board of Certified Safety Professionals (BCSP) Certified Safety Professionals (BCSP), Associate Safety Professional (ASP), Certified Industrial Hygienist (CIH), or Construction Health and Safety Technician (CHST) credentials.	Minimum of 15 years of verifiable professional safety experience on heavy construction projects, preferably in an aviation environment. Manages team of safety staff.	Manages LAWA's Airports Development safety program and team of safety technicians, assists LAWA management in setting and monitoring safety program policies and goals and reports back to LAWA management on compliance of those policies.	\$200.00		X		
Scheduler I	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional Licensure & Certifications are preferred.	Up to 5 years of scheduling experience in direct support of an active construction project. Requires use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$90.00	X			
Scheduler II	Bachelor's degree in Engineering, Construction Management or related field is preferred.	Relevant Professional Licensure & Certifications are strongly preferred.	5 years or more of scheduling experience in direct support of an active construction project. Requires intermediate use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Reviews and analyzes contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$130.00	X			
Scheduler III	Bachelor's degree in Engineering, Construction Management or related field.	Relevant Professional Licensure & Certifications are strongly preferred.	10 years or more of scheduling experience with 5 plus years in direct support of an active construction project. Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	Performs complex reviews and analysis of contractor's schedules for contract compliance, writes and reviews comments, updates staff on contractor's performance, evaluates time impacts	\$175.00	X			
Scheduler, Program	Bachelor's degree in Engineering, Construction Management or related field. Master's degree in related field is preferred.	Relevant Professional Licensure & Certifications.	15 years or more of scheduling experience with 10 plus years of reporting (milestones, inter-dependencies, etc.) in direct support of an active construction program covering multiple projects and varying project delivery methods. Requires advanced use of Oracle Primavera Software, along with related software tools such as Schedule Analyzer, Microsoft Project, Claims Digger, etc.	In addition to duties performed by schedulers, performs oversight of project schedulers to ensure consistency and accuracy across the CIP. Performs complex schedule analysis and assists in identification of risks, interdependencies across projects, and claims management. Develops and implements KPIs. Applies scheduling experience on large and complex projects (\$500+ million) throughout the project lifecycle, including planning, design, and construction.	\$220.00	X			
Scientist I	Bachelor's degree in natural science or science-related field	Relevant Professional Licensure & Certifications are preferred.	Up to 5 years' experience. Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$80.00	X			
Scientist II	Bachelor's degree in natural science or science-related field	Relevant Professional Licensure & Certifications are preferred.	5 years or more experience. Preferably on CEQA/NEPA	Evaluates and analyzes potential impacts on the environment from proposed development. Identifies issues and assists with the development of mitigation measures. Performs field investigations, research and drafts technical reports on findings.	\$100.00	X			
Surveyor I	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is preferred.	Up to 5 years surveying experience.	Assists in conducting surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites	\$90.00	X			
Surveyor II	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is strongly preferred.	5 years or more surveying experience.	Directs or conducts surveys, prepares data, charts, plots, maps, records, and documents related to surveys, verifies the accuracy of survey data, including measurements and calculations conducted at project sites.	\$120.00	X			

EXHIBIT 1: POSITION DESCRIPTIONS, KEY PERSONNEL & COMMON RATES

Consultant staff are expected to exhibit high work standards, self-motivation, ethical work practices, collaborative spirit, and assist in development of LAWA best practices to support a large-scale capital development program. Consultant's Services may include, but not be limited to, the duties listed below for each position. LAWA reserves the right to add or amend the list of positions as deemed necessary. Further duties and responsibilities for each position may be provided on future solicitations or specific Requests for Task Orders/Proposals. Key Personnel are denoted by shaded rows.

* All positions will be available at the Common Rates for Specialty Services (Scope Category 3) on a Task Order by Task Order basis. Additional positions may be added by LAWA in accordance with Section 7.1.c of the Agreement.

Job Title/Paygrade	Minimum Education Level	Professional Licenses & Certifications	Minimum Years and Experience	Description of Duties	Common Rate for Position (Hourly)	Position Available to:			
						Base Rate	Other Scope Category 1	Optional Scope Category 2	Other Scope Category 3*
Surveyor III	Bachelor's degree in Civil Engineering or relevant field	A valid Surveyor certificate issued by the California State Board of Registration for Professional Engineers and Land Surveyors is required.	10 years or more surveying experience	Oversees and leads a team of surveyors who conduct surveys, prepare data, charts, plots, maps, records, and documents related to surveys, verify and certify the accuracy of survey data, including measurements and calculations conducted at project sites.	\$150.00	x			
Third Party Coordinator I	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	5 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$120.00	x			
Third Party Coordinator II	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	10 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$160.00	x			
Third Party Coordinator III	Bachelor's Degree in Engineering, Project Management, Business, or other related technical field.	Optional Certifications may include AAAE, LEED, PMP, PE, AICP, PMI-SP etc. or any other relevant Professional Licensure or Certifications.	15 years or more experience with third party coordination in Los Angeles.	Responsible for coordination with third parties (city, county, state, federal and utility companies) that have a significant role in ongoing and upcoming LAWA projects. Monitor and support activities between LAWA developers/contractors and third parties. Facilitate and participate in third party progress meetings and utility design and construction coordination meetings and either delegate or prepare meeting agendas, minutes, action items, ball in court, completion deadlines and solutions/decisions of prior issues. Develop and implement protocols for review of design progression submittals, permit issuance, inspection, betterments, real property, escalation required for issue resolution, payment mechanisms, etc. Develop reporting mechanisms to track progress on resolution of third party issues. Review general project requirements, design criteria and contract requirements of LAWA projects requiring third party coordination.	\$200.00	x			

EXHIBIT 2: COST REIMBURSABLES

A. COMPENSATION FOR PERSONNEL

LAWA will compensate the Consultant, if awarded a Task Order(s), for personnel costs based upon the fully burdened common hourly rates listed in Exhibit 1 to the Contract (hereinafter referred to as "Billable Hourly Rates") and actual hours worked, if Services are being provided by the Consultant on time and materials basis. Additionally, the Consultant is allowed a mark-up of no more than 3% on first-tier sub-consultant/subcontractor direct labor for the management of the sub-consultant/subcontractor work.

Billable Hourly Rates may be increased by three percent (3%) after the initial year of the Contract term for each additional Contract term year ("3% Increase"). However, in no event will Billable Hourly Rates be increased by more than three percent (3%) per Contract year without prior written justification and approval by LAWA. Moreover, LAWA, in its sole discretion, may suspend the 3% Increase.

LAWA's approval of Consultant-requested or LAWA-requested additional personnel will not entitle Consultant to any additional compensation beyond the limit established via the Contract, the project(s) specific Task Order, and/or herein.

LAWA hereby relies upon the Consultant to properly designate its employees as exempt or non-exempt under the Fair Labor Standards Act. LAWA will not reimburse any Consultant for back pay, penalty or interest imposed by the Department of Labor in the event of a dispute regarding the improper designation of its employees.

B. REIMBURSABLE EXPENSES

The Consultant, if awarded a Task Order(s), will be reimbursed for the following costs in accordance with City policy, subject to amendments, and as provided below.

Reimbursable Expenses are in addition to the compensation for Consultant's personnel performing Services, as provided in Section A, and will be actual expenditures made by the Consultant and/or Consultant's employees and/or sub-consultants in connection with the Services provided pursuant to each awarded Task Order, if any, and only for the expenses listed in the following subparagraphs. LAWA expects, and Consultant's SOQ should provide, that all expenses incurred by Consultant in its performance of Services, or which reasonably can be inferred from Consultant's performance of Services, are included in the Billable Hourly Rates and no other expenses will be reimbursed by LAWA except as described in the following subparagraphs to the extent they are actually and reasonably incurred, required for the Consultant's performance of Services pursuant to the Contract Documents, and approved in advance in writing by LAWA. The total of Consultant's compensation for personnel and Reimbursable Expenses are not to exceed the not-to-exceed amount of each awarded Task Order, if any.

1. Travel-Related Expenses. Travel expenses are generally allowable reimbursable expenses when Consultant is traveling in connection with an awarded Task Order, if any, provided that the travel destination is farther than fifty (50) miles from both the subject Consultant's or sub-consultant's employee's primary residence and work location and has the specific prior written authorization of LAWA (hereinafter referred to as "Travel Status").
 - a. Air Travel. Air Travel expenses are allowable only for the lowest regular fare available for regularly scheduled airlines for the date and time selected. Official travel will be by the most direct routing and Consultant will maximize savings whenever possible including advance purchase options. LAWA will reimburse for the price of coach class, unrestricted ticket. When possible, economy or special fares are to be used. Reimbursement must be supported by legible copies of airline tickets and boarding passes. Electronic tickets and boarding passes are acceptable.
 - i. Other Than Coach Class Exception – When the use of other than coach-class is necessary to accommodate a medical necessity or other special need, a current written certification of the necessity and a recommended suitable class of transportation from a competent medical authority must be submitted. When coach class tickets are not available during the timeframe in which Consultant must travel.
 - ii. Checked Baggage Fees – In the cases where the Consultant is charged for the first checked bag per traveler, LAWA will reimburse for this fee. Baggage fees for additional items will not be automatically reimbursed unless a justification for a business need is provided. Checked baggage fees are considered a separate reimbursement expense and are not included as part of the per diem outlined below.
 - iii. Advanced Reservations and Change Fees – Consultant, when possible, should make every effort to make the flight reservation well in advance to be able to get the best price possible. LAWA will only reimburse for reservation change fees when the schedule change was requested by LAWA and is supported by documentation confirming LAWA's direction of schedule change.
 - iv. Non-Allowable Expenses – Comfort items such as paying for exit row seats or service upgrades, such as in-air WiFi, are not allowable.
 - b. Ground Transportation. The least expensive and most practical form of public transportation is generally an approved reimbursable expense taking into consideration such factors as time and availability. Ground transportation will only be reimbursed as provided below. Ground transportation is defined as travel from home to airport and back and from destination airport to LAWA business location and back. Transportation in acquiring meals will not be reimbursed. This expense

is considered an incidental expense as discussed below and will be covered by the daily meal and incidental allowance.

For travel to locations other than LAX, prior written authorization is required and reimbursement of expenses will be computed based upon the City's Administrative Officer's published index listed for the destination and all conditions noted above will apply. Only Consultant's or its sub-consultant's personnel previously approved by LAWA may submit travel expenses for reimbursement.

- i. Local Transportation. Local transportation costs incurred by Consultant or its sub-consultant while in Travel Status will be reimbursed as follows:
 1. Taxi/Ride Share/Public Transportation/LAWA bus – Reimbursable at actual cost.
 2. Rental Automobiles – Because of their cost, rental automobiles will be used only when their use will affect a savings or other advantage, or when the use of other transportation is not feasible. Rental automobiles should be limited to compact models when available. A legible copy of the automobile rental agreement is required for reimbursement. Rental of other than compact automobile is allowable when compacts are not available or if more than two members of Consultant's personnel and/or Consultant's sub-consultant's personnel in Travel Status are using the same rental automobile. All rental cars will be returned with a full tank of gas unless impossible. Fuel charges will be reimbursed at market price. Unreasonable or excessive fuel charges by the rental car agency may not be reimbursed.
 3. Private Automobiles – Consultant's or its sub-consultant's use of Consultant/sub-consultant owned or leased automobiles will be reimbursed per mile traveled and at the mileage rate permitted under the Internal Revenue Service's published rate at the time the mileage was driven.
 4. Tolls and parking, excluding valet charges – Fees incurred by Consultant/sub-consultant for use of ferries, roads, bridges, and tunnels while Consultant/sub-consultant is traveling to and from home to airport and back and from airport to LAWA business location and back, as well as parking charges at origination/destination are reimbursable.
 5. Local Travel – Travel to and from the project(s) site for Consultant/sub-consultant personnel who are located in any of Consultant's office locations in the greater Los Angeles area, or who work from home in the greater Los Angeles area, is not reimbursable without prior written approval by LAWA.

c. Lodging & Meal Allowance. A per diem may be used to reimburse Consultant's/sub-consultant's personnel for overnight accommodations and meals when in Travel Status on behalf of LAWA. If Consultant's/sub-consultant's internal policy is a lower rate, the lower rate will be used. The per diem rate will be applied as a meal allowance, in accordance with the limits established by the City Controller, plus actual costs for lodging. The combined total amount of the meal allowance and actual lodging will not exceed the per diem published in the City Administrative Officer's (CAO) Department Budget Manual, Travel Allowances - Air Fare and Per Diem. As the per diem is periodically updated by the CAO, reimbursement will be made based upon the per diem rate published at the time expenses are incurred. The per diem rate includes lodging and a meal allowance which covers meals and incidental expenses for one full day. In the selection of restaurants and lodging, it is expected that Consultant/sub-consultant will seek moderately priced establishments of acceptable quality.

i. Lodging

An individual must consider transportation costs, time and other relevant factors in selecting the most economical and practical accommodations. Receipts are required and will be reimbursed based on actual cost incurred in an amount not to exceed the per diem less the meal allowance. Lodging expenses will be reimbursed only at the single occupancy rate.

1. Hotel Accommodations – If Consultant/sub-consultant is traveling to Los Angeles, Consultant/sub-consultant will be required to select a hotel/motel within the City of Los Angeles limits. In cases where rates have been negotiated with local hotel properties surrounding its airports, LAWA will make this listing available for the Consultant's considerations. Approval of properties not on the negotiated list will be evaluated by LAWA based upon competitive rates.
2. Corporate Housing and Other Leasing Options – For Consultant's or its sub-consultant's personnel who are traveling to a LAWA project(s) site from outside the greater Los Angeles area, and who is/are assigned to be at the project(s) site on a regular basis, the Consultant/sub-consultant may utilize internal policies, such as use of corporate apartments, to determine the most cost-effective lodging. Prior to leasing or procuring such lodging, the Consultant will perform a lease versus per diem analysis and provide to LAWA for review and concurrence.

ii. Meal and Incidental Allowance

1. The meal allowance rate is inclusive of incidental expenses defined as follows:

- a. Fees and tips given to porters, baggage carriers, bellhops, hotel maids/servants, stewards or stewardesses, and others.
 - b. Transportation in acquiring meals (this does not include transportation from home to airport and from airport to LAWA business location and back).
 - c. Personal vehicle expense consisting of mileage reimbursement.
 - d. Parking fees.
 - e. Laundry and dry cleaning.
 - f. Office supplies.
2. For international travel, meal and incidental allowances will be provided according to the per diem rate guideline established by the City of Los Angeles Controller's Office.
 3. Meal and incidental allowance will be prorated at 75% of the daily allowance as follows:
 - a. On the first day of travel, if flight leaves after 2PM;
 - b. On the last day of travel, if flight arrives before 2PM; when some meals are provided as part of the LAWA project business.
 - i. NOTE: No meal allowance will be provided when meals are provided throughout the day by the host or as part of the conference/business event.
 4. Meal receipts do not have to be presented to receive the meal and incidental allowance per day of Travel Status except for grant funded travels where the grantor requires complete documentation of travel expenses.
 5. Gratuities to restaurant wait staff are limited to no more than 15% of the restaurant bill exclusive of taxes and gratuities to drivers are limited to no more than 15% of the fare. Both are included as part of the Meal and Incidental Allowance. There will be no additional reimbursement for gratuities.
- d. Non-Reimbursable Travel Costs.
- i. Non-economy class airfare.
 - ii. Non-compact vehicle rental.
 - iii. Air flight insurance.

- iv. Expense of any insurance offered by an auto rental company in connection with a rented vehicle.
 - v. Auto repairs, replacement or towage to personal vehicle when such use has been authorized.
 - vi. Valet parking when self parking is available.
 - vii. Expenses above the meal allowance will not be reimbursed even if supported by receipts.
 - viii. Meals and incidental expenses in excess of set domestic stipend or international federal per diem allowance will not be reimbursed.
 - ix. Reimbursements for LAWA employee's meals are not allowable except in accordance with City policy.
 - x. Alcoholic beverages.
 - xi. Expenses for persons other than the Consultant/sub-consultant personnel authorized for travel. Expenses incurred by a dependent or other person accompanying the Consultant/sub-consultant on an official business trip are not allowable. Bills indicating multiple occupants are to be adjusted to single occupancy rate and disallowed unless disclosure is made indicating reason, names and dates and LAWA has provided prior written approval.
 - xii. Expenses of a purely personal nature.
- e. Allowable Direct Costs.
- i. Telephone – Actual cost of business telephone charges, subject to the limits on EMobile charges described below, incurred by Consultant/sub-consultant while in Travel Status is reimbursable. Personal telephone charges are not allowed. This category of costs is only recoverable for Services provided pursuant to a Task Order that specifically identifies that such costs are allowable (“Task Order for Augmenting Project Team”).
 - ii. EMobile Communication Limitations –Unnecessary and/or unreasonable charges such as roaming fees, except roaming fees incurred while in approved Travel Status, roadside assistance, home long distance, text messaging or any other such feature that is not essential to the Consultant/sub-consultant performing its Services will not be reimbursed. LAWA reserves the right to limit the number of individuals allowed to bill for Emobile communication devices. LAWA will not reimburse for personal calls.
 - iii. Office Supplies – Actual cost for supplies purchased by Consultant while in Travel Status that are solely used by Consultant in its performance of the Services. Supplies to be consumed solely by the Consultant are not allowable. This category of costs is only recoverable for Services provided

pursuant to a Task Order that specifically identifies that such costs are allowable.

2. Other Expenses.

- a. Excess Reproduction Expense. Expense of reproductions of Work Product and other documents furnished pursuant to an awarded Task Order, if any, requested by LAWA in excess of those furnished as part of Consultant's Services pursuant to the Contract Documents. Reproduction of Work Product for LAWA and its relevant consultants will be furnished as part of Services; this includes document preparation and cost for submission to any and all authorities having jurisdiction.
- b. Additional Services Expenses. Expense of reproductions of Work Product and other documents furnished pursuant to an Amendment to a Task Order for additional Services when furnished in connection with additional Services and authorized by LAWA in writing in advance.
- c. Reserved.
- d. Reserved.
- e. Additional Insurance. Expense of any additional insurance coverage or limits, including professional liability insurance, specifically requested by LAWA in writing in excess of that set forth in the Contract Documents.
- f. Other. Expense of special mailing, special delivery, and similar other expenditures incurred at LAWA's written request.
- g. Mark-up. Reimbursable Expenses will not be marked up by Consultant, its consultants and/or sub-consultants, but rather will be passed through to LAWA at actual out-of-pocket cost, supported by proof of payment acceptable to LAWA in its sole discretion.

C. COSTS NOT REIMBURSABLE.

Costs not reimbursable include, but are not limited to, charges for entertainment, bidding and proposal costs associated with obtaining the Contract or any Task Order, contributions, personal telephone charges, dues and subscriptions, bottled water, non-alcoholic and alcoholic beverages, expenses for transportation for personal pursuits, gifts, gratuities greater than 15%, microwaves and refrigerators, lunches, paper plates, utensils, wipes, hand sanitizers, and other charges not expressly allowed under the terms of the Contract. Extraordinary expenses require prior LAWA approval.

D. CONSULTANT'S SUB-CONSULTANTS.

Consultant's sub-consultants will follow the reimbursable expense provisions set forth herein.



EXHIBIT 3: SCOPE OF SERVICES

ATTACHMENT B-1: SCOPE OF SERVICES

The following Scope of Services will be attached as Exhibit 3 to the Contract, excluding only any Optional Scope Services which are not included in the Applicant's SOQ.

The Contracted Firms shall provide LAWA with complete professional services, through expert and specialized staffing resources and scope-specific services, to support the proposed capital improvements for various Airfield, Landside, Terminal, and Utility and Infrastructure projects at LAX and VNY and LAWA's land holdings in Palmdale, California.

Regarding staff augmentation, the Contracted Firm/s staff will typically be located on-site in LAWA facilities with LAWA staff. Work may also be performed offsite through the issuance of scope-specific task orders with specific deliverables. Depending on space availability, the Contracted Firm may be asked to provide supplemental workspace, hardware, software, and connectivity.

The Contracted Firm shall furnish all necessary professional, technical, and expert services as required to plan, organize, and coordinate all aspects of the Services that are required and described in this Scope of Services. The Contracted Firm shall provide LAWA with experienced, qualified, and licensed/certified (as required) personnel who shall meet all applicable requirements of the Contract and task orders. The Contracted Firm's personnel shall possess good written, oral, and interpersonal communication skills.

All field staff from Contracted Firm shall have or obtain a 30 hour Cal OSHA training card prior to working in the field. The 30 hour Cal OSHA training card shall not be older than four years at any time while working under this contract. All electrical inspectors and staff from Contracted firm working on or near energized parts are required to have taken an NFPA 70e certificate course prior to working on or near energized parts. The NFPA 70e certificate course shall not be older than four years at any time while working under this contract. The Contracted Firm shall ensure that all staff are trained and equipped for the hazards of the work they are performing.

LAWA will provide the following Personal Protective Equipment (PPE), mandatory LAWA TDG orientation, Monthly safety training, Awareness training of various disciplines, and post workplace postings at locations where LAWA employees are assigned

Regarding the delivery of services outside of staff augmentation, the Contracted Firm/s will typically provide services and deliverables at their offices and are not required to be located at LAWA facilities.

The scope of the Contracted Firm/s will vary with each project, and may include, but not be limited to the following and are subject to Task Orders issued to Contracted Firm(s) pursuant to the Contract Documents.

I. Base Scope: Project Management, Construction Management, & Project Controls Services

The Base Scope Services consists of enterprise-level services required to deliver a Capital Improvement Program, comprised of multiple projects at LAWA's airports. The Contracted Firm/s and its Key Personnel shall be knowledgeable (through experience) on a variety of delivery methods and industry best practices. Additionally, the Contracted Firm and its Key Personnel must demonstrate a clear understanding of planning, engineering, and construction means/methods for the different types of projects delivered by LAWA. The Contracted Firm will provide expert assistance to LAWA on an as-needed basis in the delivery of projects throughout the full project lifecycle from inception to closeout.

The Contracted Firm shall provide Services commensurate with the needs of a world class airport and shall have experience delivering similar services for transportation or equivalent airport and Capital Improvement Projects, an understanding of Federal Aviation Administration (FAA) specifications, Airport Capital Improvement Programs (ACIP), Transportation Security Administration (TSA) security requirements, and other applicable rules and Government regulations.

The Contracted Firm will work, and experience, with numerous stakeholders, such as airlines, tenants, Federal Aviation Administration (FAA), City of Los Angeles Department of Water and Power, various utilities companies, Transportation Security Administration (TSA), Airport Police, Airport Operations, Facilities Specialty Staff and Materials Testing Services Maintenance, Customs and Border Patrol and other consultants or contractors. The Contracted Firm will collaborate and cooperate with LAWA staff as well as take direction. Task orders for the base scope will include both staff augmentation and services with specified deliverables.

Base Scope Services

Contracted Firm shall provide professional support services required to augment LAWA staff in the implementation and completion of individual projects and services to manage and administer the overall CIP. The Contracted Firm shall be able to support all areas of the base scope services.

A. Project Management/Construction Management and Project Controls Services (PM/CM/PC):

Included in the Base Scope are Project Management/Construction Management and Project Controls Services (PM/CM/PC). Services are required throughout the life cycle of projects. Scopes will be defined on a task order basis and may vary with each project.

- A. Project Management
- B. Construction Management
- C. Design Management
- D. Contract Administration
- E. Risk Assessment & Management
- F. Site Investigations (survey, potholing, utility mapping, etc.)
- G. Change Management
- H. Document Controls
- I. Program/Project Reporting
- J. Program/Project Scheduling
- K. "As Built" Schedule Updates
- L. Program/Project Cost Estimating
- M. Cost Control and Financial Analysis
- N. Trend & Variance Reporting
- O. Performance Management & KPIs
- P. Project & Financial Closeout
- Q. Constructability Analysis
- R. Peer Review
- S. Benchmarking
- T. Stakeholder and Third-Party Coordination
- U. Environmental Reporting (Mitigation Monitoring & Reporting Program)
- V. Claims Mitigation, Monitoring, and Dispute Resolution
- W. Construction and Logistics Management (CALM)
- X. Construction Impacts and Logistics Strategy

- Y. Commissioning Services
- Z. Partnering Facilitation
- AA. Technology (BIM, GIS, utility mapping, PMIS, software integration, etc.)

B. Performance & Operational Readiness Airport Transition (ORAT)

The Base Scope includes services and staff augmentation to support Performance and Operational Readiness Airport Transition services for any capital or maintenance project(s) for LAWA.

ORAT encompasses a full range of delivery elements that includes early stakeholder engagement, comprehensive familiarization and training, integrated operational trials, mobilization and move support, and post-opening support. The objective of the ORAT, in simple terms, is to be able to operate a new facility or project on an opening day as if it has been in operation for years. ORAT anticipates every situation or emergency that may arise after the Consultant is gone and helps keep the operators and airport owners prepared.

ORAT works on a parallel path with the project management and construction management teams to ensure that:

- Processes and procedures have been established and tested/trialed
- Operational risks and issues have been identified and addressed
- Diverse range of new/renovated facilities, equipment, and systems have been tested, tried and are ready for operation by the stakeholders/end-users
- All stakeholders/end-users have been appropriately familiarized and trained, to include operations and maintenance (“O&M”) training on equipment and systems, as well as on-the-job training and familiarization with work environs.

II. Optional Scope 1: Quality and Safety Services

The Contracted Firm shall provide specialty services to support project-related compliance functions such as quality assurance and control, construction inspection, safety, and materials testing support services.

Staff augmentation shall be requested on an as needed basis, with minimal advanced notice. There may be occasional requests from LAWA related to construction inspection and testing services, **of an urgent nature, that may be made with 12- to 24-hour notice.** Contracted firms and their personnel must be experienced and qualified to perform Quality and Safety Services commensurate with large-scale and fast paced capital improvement program.

Requests for staff augmentation may require that services be performed during night, weekend, and holiday work shifts, including but not limited to urgent services requested with very short advance notification.

Staff augmentation services may require modified shift schedules as the work dictates i.e. Swing, graveyard, weekends, etc., the ability to walk several miles during the shift, use of stairs, ladders, scaffolding, crawling, the ability to set priorities, the ability to make decisions and work effectively with

minimal supervision, the ability to deal tactfully and effectively with LAWA stakeholders, contractors, construction workers, the public and must conduct themselves in a professional manner at all times.

The Contracted Firm must ensure adherence to shift provisions, holiday provisions and general prevailing wage determinations made by the Director of Industrial Relations, pursuant to the California Labor Code. The Contracted Firm shall be able to support all areas of the base scope services.

A. Quality Assurance

Assists the Quality Assurance and Construction Inspection Division (QACID) in the review and administration of Contractors' quality control submittals and in the evaluation and development of quality assurance (QA) standards and tools and procedures manual documents; assists in identifying problems/deficiencies, coordinates with managers and professional staff to obtain input/feedback and prepares summary reports with recommendations. Assists with the preparation and implementation of changes and/or updates to the Design and Construction Handbook and Program Delivery Manual (PDM) procedures as appropriate and provides training to staff as needed.

B. Safety Management

Assist the Quality Assurance and Construction Inspection Division (QACID) to continue to advance LAWA's Construction Safety Program. Work with contractors, Project Specialty Staff and Materials Testing Services Management Teams, and others to:

- 1) Ensure LAWAs requirements and the approved safety plans are adhered to
- 2) Meet the requirements of the contract documents with regard to safety and security requirements
- 3) Monitor and document all night work. Provide additional oversight and supervision to augment LAWA
- 4) Report all required safety information and document all activities per LAWA guidelines
- 5) Utilize LAWA technology tools, systems, forms and templates
- 6) Assist LAWA in the administration of the following tasks:
 - a) Establish, implement, and maintain an effective Injury Illness Prevention Plan
 - i. On site staff will be briefed and have ready access to the document
 - b) Establish, implement, and maintain an effective emergency response plan.
 - i. All on-site staff shall have readily available access to the document.
 - ii. All on-site staff shall be briefed on specific actions to be taken when they sustain an injury.
 - c) Provide appropriate training and personal protective equipment (PPE) for the specific work taking place.
 - i. All on-site field staff shall have completed 10 hour Cal OSHA construction class within the last 4 years.
 - ii. All field supervisory staff (including all inspectors) shall have completed a 30 hour Cal OSHA construction class within the last 4 years.
 - iii. All electrical disciplines shall have completed NFPA 70e training from an accredited institution within the last 4 years.
 - iv. At least 1 out of every 5 field staff provided shall have and maintain CPR certification.
 - v. At least 1 out of every 10 office staff provided shall have and maintain CPR certification.

- vi. Provide documentation that employees are trained and authorized to perform work in the following areas for each employee performing work in those areas.
 - A. Confined spaces
 - B. On or near energized parts
 - C. On or near excavations
 - D. On or near leading edge work or any work requiring the dawning of fall protection
 - E. Any work identified by the employer, LAWA, or Cal OSHA requiring additional or specific training to perform the work.
 - vii. Provide PPE for any activity requiring PPE beyond that which LAWA is providing.
- d) Provide initial and periodic inspections to identify and evaluate workplace hazards at worksites.
 - i. Correct and or report unsafe conditions to LAWA supervision.
 - ii. Do not allow employees to work in unsafe conditions.
 - e) Cal OSHA injury reporting and recording will be performed by the primary employer.
 - f) Provide workplace postings where LAWA employees are not assigned.
 - g) Ensure staff is attending safety meetings as required by Cal OSHA

C. Specialty Inspection

Assist LAWA's QACID in engaging and communicating effectively with Contractors, engineers, architects, and project management staff to ensure compliance with all applicable City, State, Federal, and other regulatory agency requirements. Perform specialty inspection services to include:

i. Deputy Building Inspection (Special Inspector)

Read and interpret structural building drawings, applicable building codes, contract specifications, applicable standards and shop structural drawings to verify compliance with the contract documents. Must possess a valid Los Angeles City Department of Building and Safety (LADBS) license issued by the jurisdiction for the scope of work being inspected as follows:

- Reinforced concrete
- Reinforced masonry
- Structural Steel and Welding
- Prestressed Concrete
- Controlled activities
- Sprayed Applied Fireproofing
- Drilled-in-Anchors
- Shotcrete on Soils/Grading
- Seismic Resistance

ii. Mechanical, Electrical, and/or Plumbing (MEP) Inspection

Hold extensive knowledge in Mechanical, Electrical, and/or Plumbing inspection. Personnel must be trained in NFPE-70E standards. Completion of training must have been achieved within the last 3 years. Inspectors must be able to satisfy at least one of the following criteria:

- Electrical/IT inspection - Read and interpret contract documents, electrical codes, applicable standards to diagnose violations and hazards in new and existing electrical/IT installations and take a proactive approach during construction with regard to various systems including low voltage systems, fire/life safety systems, and information technology;
- Mechanical inspection for installation of plumbing, heating, air conditioning and refrigeration installations; diagnose hazards of unsanitary conditions caused by faulty materials or poor workmanship.
- Plumbing inspection for installation of plumbing installations; plumbing systems including domestic water and sewage systems; and fire sprinkler pipe installations.

iii. Construction Inspection

Inspect construction of a wide variety of airport improvements, renovations, and utilities projects to ensure conformance to plans, specifications, contracts, permits, environmental documents, agreements for work. Provide construction inspection support to include:

- Document daily progress of the work
- Prepare monthly progress payment request
- Track various changes
- Verify time and material work
- Measure and document job quantities

iv. Shop Fabrication Inspection

Perform in-process fabrication inspections of products associated with building and/or airfield construction projects. Apply thorough knowledge of materials and methods used in fabrication processes, welding, coating, electrical equipment, Specialty Staff and Materials Testing Services Page mechanical equipment, architectural metals and specialized fabrications to ensure quality of product to comply with technical specifications. Certifications such as CWI and NDT are highly desired and may be required for certain assignments.

v. Material Testing

The Contracted firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

- Aggregate Tests under ASTM
- Asphalt
- Emulsions
- Reinforcing Steel/PT Cable
- Concrete

- Concrete (related materials)
- Shotcrete
- Flexural Beam Specimens testing
- Masonry (related materials)
- Grout (masonry related)
- Grout (dry pack cubes)
- Prisms (masonry)
- Fireproofing (all methods)
- Steel (Weld Quals, Weld Procedures)
- Reinforce Steel (Weld – Tensile Bend)

The Contracted Firm must be registered as City of Los Angeles Approved Laboratory Testing Agency and maintain that certification without lapse throughout the entire contract. The Contracted firm must be able to provide all construction materials testing as required by the project and employ Civil Engineers, per City of Los Angeles Building Code and the California Building Code, to supervise laboratory tests and deputy inspectors. The Scope of Services related to construction materials testing will consist of, but not limited to the following:

vi. Reporting

The scope of services includes California Licensed Registered Civil Engineer to provide:

1. Written Welding Procedure Specification (WPS) reviews. (L.A. City-AWS)
2. Written Concrete Mix Design reviews. (L.A. City)
3. Written Welder Qualifications. (L.A. City-AWS)
4. Written Weld Qualification Reports. (L.A. City-AWS)
5. Shotcrete Nozzleman Certification Reports
6. Shotcrete Core Result Report

vii. Geotechnical Services

All services below shall be provided as required for the project including geotechnical engineering, observations and related testing as required for the project. Note this scope may be removed and given to another firm.

1. Provide Registered City of Los Angeles Special Deputy Grading Inspectors as requested.
2. Qualify, submit paperwork and take over as Geotechnical Engineer of record with the City of Los Angeles as needed.
3. Provide Asphalt Testing Technicians approved (if needed) by the City of Los Angeles.
4. Provide a California Professional Civil Engineer as needed.
5. Provide a California Professional Geotechnical Engineer as needed.
6. All Soils Related Testing under ASTM
7. All Aggregate Related Tests under ASTM
8. Asphalt Tests as required by FAA specs.
9. Emulsion Tests
10. Geotechnical Borings and investigations.
11. Provide Geotechnical reports acceptable to the City of Los Angeles Grading Dept as needed

viii. Training

- Prepare training materials to support training program

- Lead and implement areas of the training program
- Participate in working groups to support training and the safety program
- Provide subject matter expertise

ix. Other Activities

Perform other services to support project delivery, safety, quality assurance, inspection to include contractor/vendor escorting, equipment/vehicle inspections.

III. Optional Scope 2: Inclusivity, Workforce, and Economic Impact Support Services for the CIP

N/A

IV. Optional Scope 3: Specialty Services

N/A

EXHIBIT 4: SOQ EXTRACTS

**A Proposal to
Los Angeles World Airports
for Multiple Award Task Order Contracts (MATOC)
for Program Services**

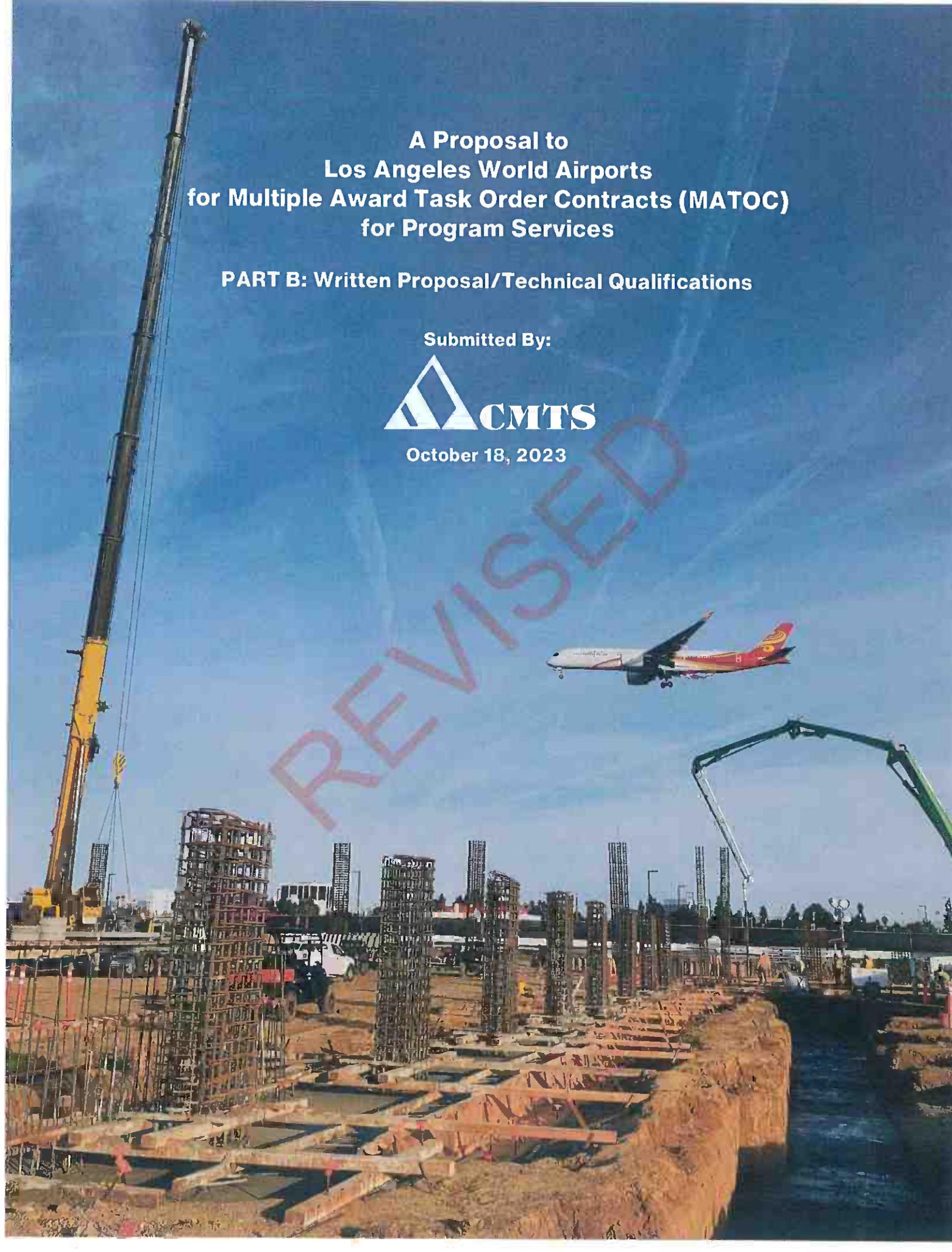
PART B: Written Proposal/Technical Qualifications

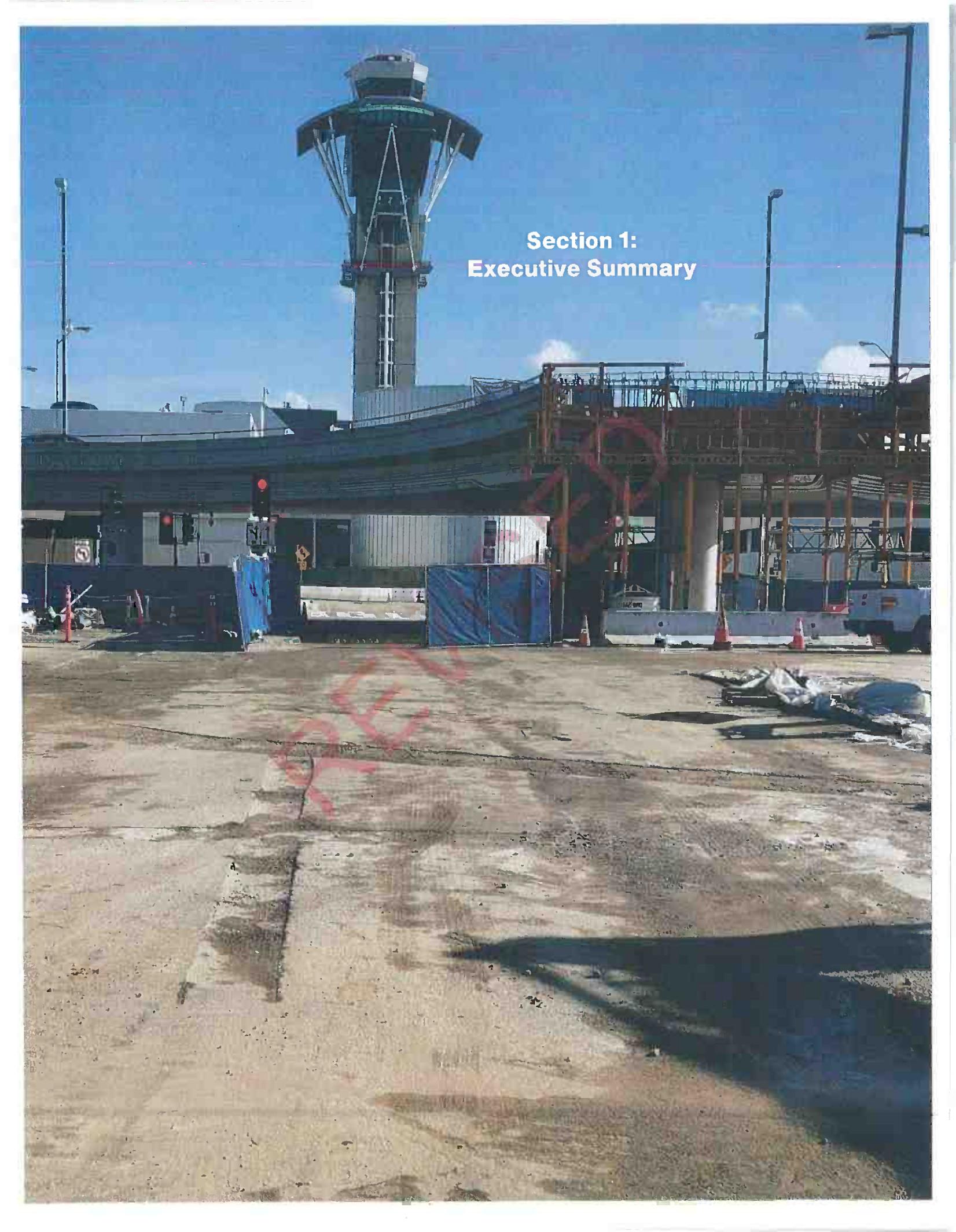
Submitted By:



October 18, 2023

REVISED





**Section 1:
Executive Summary**

The 2018 Capital improvement program for LAWA received industry recognition for several of its major elements, and we believe the 2022 program as presented is poised to have even more success. It will continue transforming LAX, making it more accessible, creating meaningful employment, and increasing its economic impact on Los Angeles. You shared with the industry your desire to contract with qualified professional consulting firms to assist LAWA with delivering a myriad of services through the Multiple Award Task Order Contracting (MATOC) methodology.

CMTS LLC is excited to submit this SOQ to LAWA for the MATOC for Program Services contract for the Base Scope of Services and Optional Scope of Services 1.

We pledge that CMTS and all our subconsultants meet the minimum qualifications criteria as set forth in the RFQ and are best qualified to meet the challenges associated with the Scopes of Services for which we are proposing.

WHY CHOOSE THE CMTS TEAM?

Applicant Team Experience: As Prime Consultant, CMTS has had experience working with aviation clients since its founding in 1984, including three airports in the region (LAX, ONT, VNY), and we are currently working on projects at 14 airports across the country. Our history with LAX goes back to Taxiway C Over Sepulveda Blvd. We led the team that delivered Parking Structure 6, supported Bradley West and core renovations, and have supported the LAMP program since 2016.

Approach to Services: CMTS will bring its extensive experience with PM/CM/PC, QA, Safety, and Specialty Inspection to bear in providing services for task orders resulting from this contract, and with the additional resources of our subconsultants, we are confident that we have the people with the necessary skills to deliver all items in both the Base Scope and Optional Scope 1.

Key Personnel: K. Hezekiah Harris II will serve as Principal-In-Charge and David E. Couch, Jr. will serve as Safety Program Manager. Hezekiah has 38 years of aviation project management experience. Over the last ten years, he has served as Principal-In-Charge for more than \$14B in projects at international airports, including LAX, PHL, and DFW. David has 22 years of safety management experience and has been the Safety Program Manager for more than \$4B in projects at MCO airport over the last seven years.

Approach to Managing a MATOC Contract: Hezekiah has managed staff augmentation and MATOC contracts at LAX, LAUSD, DEN, DFW, and PHL and will, along with our talent acquisition team, manage all requests for personnel. Supporting him is Roan McRae, our Executive Director of Client Management for the Western Region, who will support both employee and client engagement activities.

Team Structure: The CMTS team is comprised of ninety percent local, small, minority, and/or disadvantaged businesses. 10 team members have direct LAX experience, and eight members bring experiences from other international airports. Our team's uniquely diverse makeup and expertise in large-scale project experience make us exceptionally qualified to support this program.

Inclusivity: We have included several micro businesses on our team, whom we are delighted to have the opportunity to mentor throughout this program. We are committed to meeting all LAWA's inclusivity goals and intend to exceed the SBE goal, as we will reach 50% participation. We are also pleased about the proposed internship opportunities and the expansion of our partnership with DemoChicks.

Our team understands the challenges associated with an engagement of this type; our charge is to identify talent with the appropriate level of expertise to support LAWA in the execution of this program. Our approach to dealing with challenges is to identify the issue, determine (with input from the client) the solution that is in their best interest, and execute it.

We thank you for your consideration and look forward to further discussion on our ability to support.

HOW PAST EXPERIENCE INFORMS OUR APPROACH

CMTS' past experiences working on more than \$24B in aviation projects have provided us with a deep understanding of their unique challenges and requirements. We have successfully delivered services for a variety of public infrastructure and facilities projects across the country, including 19 international airports. That experience directly informs our approach to providing services for future projects. We have a proven history of delivering successful projects. We will leverage our expertise to ensure that our projects are completed on time, within budget, and to the highest quality standards.

Our current work with aviation clients across the country, which includes major airports such as LAX, ONT, SEA, PDX, DEN, DFW, HAS, NAS, TPA, MCO, JAX, PHL, and PIT, further enhances our expertise in the field. We are constantly updated with the latest industry trends, regulations, and technologies, allowing us to provide our clients with the most effective and innovative solutions.

We are clear that massive capital programs like the one LAWA is undertaking require a cohesive team of professionals to ensure successful delivery. A recent example of our engagement in a similar program to the proposed LAWA MATOC contract is at Orlando International

Airport. CMTS directly contracted with MCO as one of the Owner's Authorized Representatives (OAR) to deliver a new \$2.8B Terminal C. The terminal encompasses 300 acres and adds 15 gates capable of accommodating up to 20 aircraft, including narrow body, jumbo, and super-jumbo jets, and includes informational video displays in the ticket halls, concession hub, and gate areas plus interactive, immersive multimedia features that will provide high-definition visual entertainment. Designed for certification as one of the first LEED v4 airport campuses, Terminal C reflects Orlando International Airport's (MCO) longstanding commitment to sustainability and environmental responsibility.

One of the unique aspects of Terminal C was its construction delivery structure. There were two construction managers at risk (CMAR), a design-build-operate-maintain (DBOM) baggage handling system, and numerous design-build teams for the concessions and tenant buildouts. While Terminal C is a single building, one CMAR team owned the landside of the expansion joint, and the other CMAR team owned the airside of the expansion joint. So, while it is one building/one project, many teams worked and owned the project together to ensure delivery was a success. CMTS led the authority's safety program, worked with airport staff to ensure operational readiness, and provided construction quality assurance and document control services.

Pictured Below: CMTS directly contracted with Orlando International Airport (MCO) as one of the Owner's Authorized Representatives (OAR) to deliver a new \$2.8B Terminal C. The terminal encompasses 300 acres and adds 15 gates capable of accommodating up to 20 aircraft, including narrow body, jumbo, and super-jumbo jets. CMTS led the authority's safety program, worked with airport staff to ensure operational readiness, and provided construction quality assurance and document control services.



APPROACH TO COMMUNITY OUTREACH & STAKEHOLDER MANAGEMENT

At CMTS, we believe that community outreach, stakeholder management, and coordination are crucial elements in the success of any project. We also understand that our corporate success is closely tied to the support and trust of the communities in which we operate and the stakeholders who have a vested interest in the clients our business serves.

One of the critical aspects of our approach to community outreach is active engagement. We strive to establish and maintain open lines of communication with the community members and organizations who may be affected by our operations. This includes regular meetings, public forums, and consultations to understand their needs, concerns, and expectations. By actively listening to their feedback, we can address issues and work towards mutually beneficial solutions.

We also believe in being proactive in our approach to community outreach. Instead of waiting for issues to arise, we take the initiative to identify potential areas of concern and work proactively to address them. This may involve implementing community development programs, supporting local initiatives, or partnering with community organizations to address social and environmental challenges.

Stakeholder management and coordination is another important aspect of our approach. We recognize that it is crucial to engage with stakeholders transparently and inclusively, whether they be the Federal Aviation Administration (FAA), the City of Los Angeles Department of Water and Power, utility companies, Transportation Security Administration (TSA), Airport Police, Airport Operations, Facilities Specialty Staff, and Materials Testing Services Maintenance, Customs and Border Patrol or other consultants and contractors. We actively identify and prioritize our stakeholders, understanding their expectations and concerns. We build strong relationships based on trust, respect, and shared values.

To effectively manage and coordinate stakeholders, we work to identify them during our PMP (Project Management Plan) development. We work collaboratively to establish a communication protocol for regular communication and engagement with stakeholders, ensuring their perspectives are considered in our decision-making processes.

APPROACH TO BASE SCOPE SERVICES

PROJECT MANAGEMENT/CONSTRUCTION MANAGEMENT & PROJECT CONTROLS SERVICES (PM/CM/PC)

The CMTS project approach starts by collaborating with the client to clearly define and set the goals and expectations of the project, from beginning to completion. The process is executed in three primary areas: preconstruction, construction, and post-construction.

PRECONSTRUCTION PHASE

During the preconstruction phase, the CMTS PM/CM will coordinate with LAWA to provide recommendations on building systems, constructability, scheduling, and availability of labor and materials. They will also assist in developing and reviewing a comprehensive project schedule that includes planning, design, construction, and operations.

The accuracy and comprehensiveness of the construction documents are crucial for cost and schedule control. The CMTS team reviews the project's status during coordination meetings, ensuring the construction documents are complete and accurate.

CONSTRUCTION PHASE

The CMTS team coordinates with the builder during construction to ensure the GMP and any potential early work packages are accepted and approved. We also coordinate work, inspection, and testing activities and monitor the field test procedures and certifications.

Regular progress review meetings are conducted to provide status updates on the projects. The CMTS team also provides oversight for compliance with the contract documents and assists in maintaining effective communication with stakeholders.

POST-CONSTRUCTION PHASE

In the post-construction phase, CMTS, working collectively with the design team, determines substantial completion, conducts final inspections, and prepares final reports for each project. We also inspect the project elements and ensure the contractor's as-built drawings are submitted.

After the completion of punch list activities by the contractor, the CMTS team participates in the final inspection of the project elements. They also verify that the final electronic copies of the contractor's as-built drawings are complete and accurate.

Overall, the CMTS team provides comprehensive project management services, including schedule control, document control, change control, submittal approval, punch list management, and verification of as-built deliverables. We will collaborate closely with the client project manager and other stakeholders to ensure the project's success.

PERFORMANCE & OPERATIONAL READINESS AIRPORT TRANSITION (ORAT)

At CMTS, we strongly believe that ORAT programs are the most effective way to support the successful introduction of new airport infrastructure. ORAT programs require close collaboration between a dedicated team and airport end-users, along with a significant investment in time and resources. To be most effective, an ORAT program must be an upfront activity and not treated as an afterthought. It should be integrated into the larger project plan to determine requirements, plan, and conduct preparation activities, and monitor progress. It must also include all parties involved, including airline partners and facility maintenance personnel.

An experienced team of aviation facility subject matter experts should oversee an ORAT program and work directly with airport stakeholders to assess performance, coordinate actions, and overcome obstacles. The ORAT process incorporates many of the same principles as the community outreach and stakeholder management processes. Essential elements include establishing a governance framework, consulting with airlines and others to identify requirements and define operational concepts, integrating new and existing systems, collaborating with users in the refinement of existing or establishment of new SOPs, performing operational trials, and ensuring maintenance practices are validated.

While CMTS has supported the ORAT process with several clients, including the recent Terminal C project at Orlando International Airport, where we assigned a staff member to the owner team, we chose to supplement our team with Citiri, Inc., one of the world's foremost thought leaders in airport operational readiness. Citiri's ORAT experience spans \$50B in capital projects ranging from parking facilities to terminals, major renovations, expansions, and rail infrastructure. Collectively our team has been involved in familiarization, induction, and technical training planning and administration for over 20,000 participants and have been involved in the planning, execution, and evaluation of nearly 1,000 operational trials. Citiri's customers include leading airport operators around the world, including Los Angeles World Airports, Hartsfield-Jackson International Airport, Seattle-Tacoma International Airport, San Francisco International

Airport, Port Authority of New York and New Jersey, and Munich Airport.

DESCRIPTION OF STAFF AUGMENTATION METHODOLOGY IN A MATOC ENVIRONMENT

The CMTS Team has successfully provided staff augmentation services at DFW, DEN, MCO, and LAX. Specifically, at LAX, TDG Recruit provided a request for personnel via email to the CMTS Operations Manager. The CMTS Operations Manager immediately distributed that request and job description to our sub-consultant team members for review and assessment of their internal resources. He provided them with a window to recruit on the open market for candidates to submit. Resumes of individuals who met the qualifications were collected for consideration. Steps within the recruitment process included CMTS' local and national search for qualified candidates. This step included using CMTS' extensive proprietary database of construction management personnel previously vetted through a rigorous interview process and other commercially available tools like LinkedIn, ZipRecruiter, iHire, and community job boards. Once the short list of qualified candidates was screened and reviewed and interviews had been completed, the Operations Manager, John Williams, and the principal in charge of this pursuit, Hezekiah Harris, identified, ranked, and submitted candidates for the position to LAWA. Lessons learned from our recent LAWA contract experience challenged us to improve our communication protocols with potential candidates. This challenge resulted in a recent improvement to our recruitment database, including quarterly communication via text or email to qualified candidates.

LAWA has also stated that some services will potentially be delivered through project-specific Request for Task Order Proposals RFTOPs that will be issued to Contracted Firms that have been pre-qualified concerning the relevant scope of Services. Our anticipated approach for delivery of services under an RFTOP is that LAWA will email a request for the proposal along with the requested scope of services. We will then meet as appropriate with LAWA representatives to discuss and clarify any questions regarding the assignment. This assures a proper understanding of the project requirements. A proposal will then be prepared to include all proposed personnel, a work breakdown, and a schedule of labor and project costs, including any Other Direct Costs (ODC'S) for consideration and decision by the LAWA representative.

APPROACH TO QUALITY, SAFETY & SPECIALTY INSPECTION SERVICES

QUALITY ASSURANCE

The CMTS Team believes Quality Assurance is part of a more extensive Quality Management System that includes all plans and procedures for continuous improvement in administrative support, production, and management. It ensures that all obligations meet the requirements of the contract and governing authorities. When building our plan, we follow the principles and best practices of the American Society of Quality. Quality requirements are embedded in all activities, including procurement, resource management, customer requirements, regulatory requirements, and training. Quality Assurance personnel monitor and measure compliance and conformance against project goals and requirements and report their findings to Executive Leadership.

SAFETY MANAGEMENT

At CMTS, safety is not just a value we hold, it is an integral part of our culture and operations. We take a comprehensive, proactive, and adaptable approach to safety management that enables us to tackle evolving challenges head-on. We inculcate a safety-first culture that permeates every level of our organization, and we ensure that all our employees receive regular safety training and that open communication channels are maintained.

Our safety management approach is centered on risk assessment and mitigation. We use data-driven tools and expert analysis to identify potential hazards and address them before they become a problem. We also maintain a rigorous commitment to compliance with safety laws and regulations, keeping up to date with evolving requirements, and conducting regular audits to ensure that we remain compliant.

At CMTS, we embrace technology and innovation, investing in cutting-edge safety equipment and software that enhances our incident detection, prevention, and response capabilities. We prioritize emergency preparedness and response, with extensive training and robust incident response plans. Our focus is on continuous improvement, with feedback and benchmarking guiding our efforts. We understand the importance of environmental safety and sustainability, and we aim to minimize our environmental impact.

We are deeply committed to the well-being of stakeholders, the environment, and the communities in which we operate. We strive to set the industry standard for safety excellence, and we take pride in the fact that our commitment to safety has become a hallmark of our organization.

SPECIALTY INSPECTION

To ensure a successful Special Inspections program, the CMTS team operates by the guidelines listed below.

- Gain absolute clarity on the scope of the inspection.
- Carefully select a highly skilled inspector who can effectively communicate their findings.
- Strategically plan inspections to avoid missing issues and incurring costly retrofits.
- Maintain meticulous documentation and take immediate action on findings.
- Prioritize communication, collaboration, and coordination among all parties involved.
- Keep yourself updated with regulatory changes and industry developments to stay ahead of the curve.



Pictured Above: For the new \$2.8B Terminal C at Orlando International Airport (MCO) CMTS led the authority's safety program. CMTS Safety Director David Couch coordinated with the Owner to ensure compliance with safety and environmental procedures for the overall program. David reviewed contractor and sub-contractor's health and safety manuals and programs to ensure compliance with all local state and federal regulations; Conducted daily site safety walks with CMAR safety staff along with weekly safety walks with the contractor to ensure program compliance; and attended design and pre-con meetings as required, to ensure safety and life safety requirements were being met.

The extensive Capital Improvement Program LAWA is undertaking will require a diverse team of consultant resources with experience in delivering projects using various delivery methods. The CMTS team is prepared to provide personnel with the skills and experience in project and construction management to support LAWA in managing the construction of the airside, landside, terminal, and utility infrastructure projects at LAX.

CMTS has the background and experience to provide project and construction management services that will assist LAWA in the execution of any of the currently proposed large-scale capital projects and accomplish the transformation efforts requested by LAX and the City of Los Angeles. Since our founding in 1984, CMTS has provided experienced, qualified, reliable project and construction management professionals who provide services from a client-focused perspective. CMTS has served as a provider of project and construction management consulting services for several of the largest airports in the country, and several major public infrastructure clients have recognized us as a value-added partner.

Four principles form the foundation of our approach:

- **Collaboration:** We will work closely with LAWA to create an atmosphere of teamwork and engage our organizational leadership to meet the goals of your project's staffing needs successfully. This team attitude will resonate with all members of the staff and will make every project a success.
- **Anticipation:** Our philosophy is always to look ahead, to identify potential needs early, and to prepare for them before they occur. We are solution minded. We will communicate within the available systems to track upcoming projects and staffing needs.
- **Communication:** We will establish a system of communication and formal reporting that will ensure essential facts are conveyed in a clear and timely manner.
- **Representation:** Our team will work seamlessly with LAWA to deliver services identified in ATTACHMENT B-1: Base Scope: Project Management, Construction Management, & Project Controls Services; and Optional Scope 1 – Quality and Safety Services.

We will build strong partnerships with LAWA's staff to represent, always communicate, and promote LAWA's best interests.

MANAGING OUR TEAM, STAFFING RESOURCES & MEETING LAWA'S EXPECTATIONS

CMTS has assembled a team with the diverse and unique skill sets needed for this contract. Each firm has relevant experience working on similar assignments. Our approach to team management is tried and proven:

- Clearly define expectations from the earliest teaming discussions.
- Provide opportunities for all team members.
- Communicate regularly with the client and the team to provide feedback.

From experience, we know that LAWA prefers a partner who is committed and flexible enough to immediately respond to requests to provide professional and technical resources to implement their programs. Because of the range of disciplines and interfaces required, CMTS' history and skills as a service manager, integrator, and leader on these types of assignments are unmatched. Hezekiah Harris, our Principal-in-Charge and Roan McRae, who is responsible for West Coast Client Development and Employee Engagement will communicate regularly with LAWA's managers to ensure assigned staff meets or exceeds expectations.

We take pride in our ability to staff projects with uniquely qualified professionals well-suited to the project. We maintain a substantial full-time staff of project and construction management personnel. Their assignment is to ensure the implementation of a complete program and the quality of the owner's finished product. Our long history in the aviation market has allowed us to develop a keen sense of the skill sets needed to achieve successful program results. The talents of our staff members are the key to your success and our success.

APPROACH & METHODOLOGY FOR ACCOMPLISHING SERVICES & MEETING KEY CHALLENGES

The most significant challenges we anticipate are resource related. Given the sheer volume of work being planned and executed in the region, recruitment and retention of quality personnel will be a challenge. When assembling the team, we looked for partners with a reputation for stellar service delivery in one or more elements listed in the base scope. We then discussed expectations and what they would consider success at the end of the contract term. Armed with that information, we selected partners that allowed us to

have a depth of resources to cover not only the Base Scope of Project Management/Construction Management and Project Controls Services but also Optional Scope 1 Quality and Safety Services. In a MATOC environment, early recruitment of the traditional positions required to deliver the program is key. As previously discussed, our experience with LAWA has given us lessons that have allowed us to improve our internal talent acquisition tools and ultimately be more responsive when a request is presented.

Our recruiting efforts have resulted in a database that now exceeds 15,000 candidates and a system that allows us to correspond via text and email by position type. This database is enhanced with commercially available tools like LinkedIn, ZipRecruiter, iHire, and other community job boards; most notably, this database includes personnel referred by current and former employees, a source we believe most effective in the recruitment process. We also utilize the Hire LAX program when appropriate.

Recruiting and retention have never been more critical in the current employment environment; that is one of the reasons CMTS invests in our employees, teaming partners, and communities, enabling us to grow together. Our Talent Acquisition team has strong connections within the construction and engineering industries and with universities locally and nationally. We sponsor and encourage active involvement with national and local professional organizations, including the Airport Minority Advisory Council (AMAC), the Conference of Minority Transportation Officials (COMTO), American Association of Airport Executives (AAAE), National Association of Black Women in Construction (NABWIC), American Society of Civil Engineers (ASCE), Women in Transportation (WTS), Construction

Pictured below: CMTS is actively engaged in professional organizations such as the Airport Minority Advisory Council (AMAC).



Management Association of America (CMAA), and multiple the Veteran's organizations. CMTS and its teaming partners actively network with these and other similar organizations to identify potential candidates.

ADMINISTRATIVE STRUCTURE FOR MANAGING A DIVERSE RANGE OF ASSIGNMENTS

Our Principal-In-Charge, K. Hezekiah Harris II, has 38 years of experience supporting aviation clients. He has managed our staff augmentation and MATOC contracts at LAX, DEN, DFW, and PHL. He will be supported by John Williams, our SW Region Director and leader of our talent acquisition team, and Roan McRae. The CMTS team's ability to listen and respond makes our engagements successful.

Our administrative structure provides redundancy at all levels, from contract execution to the acquisition of talent necessary to execute the work, through supervising that talent in the execution of their assignments. Our team members are part of a cadre of professionals working on some of the most exciting aviation programs across the country. This provides them with access to a talented group of aviation professionals to exchange ideas, lessons learned, challenges overcome, as well as individual and team successes.

All requests for personnel are routed to the Principal-In-Charge, the Talent Acquisition team and distributed to our subconsultant partners upon receipt. Status reports on client requests for personnel are presented weekly. The principal in charge has full authority for Contractual matters. Should he be unavailable, the Executive Director of Client Engagement has direct access to the Chief Operating Officer, Yvonne McClain, who has board authority to act.

MAINTAINING TEAM COHESION & DYNAMICS

Maintaining team cohesion and dynamics is crucial for the success of any project, especially in a MATOC environment where team members are working as seconded staff at the client's premises. Some of the tactics we use to aid in building and maintaining team cohesion and dynamics in such a situation include:

- **Establish shared goals and values:** We work to ensure that all team members understand and align with not only the project's but the company's goals, objectives, and values. This shared sense of purpose will

help maintain focus and foster a cohesive working environment despite the physical distance.

- **Foster trust and empowerment:** Trust is vital to team cohesion. We encourage team members to take ownership of their work and make decisions within their areas of expertise. Empowering team members boosts their confidence and fosters a sense of trust.
- **Recognize and appreciate achievements:** Recognizing and appreciating team members' efforts and accomplishments is crucial for maintaining motivation and morale. We celebrate milestones, acknowledge achievements, and publicly recognize outstanding performance to foster a positive team dynamic.
- **Foster a collaborative culture:** Encouraging collaboration is vital to maintaining team cohesion. We facilitate knowledge sharing and collaboration through virtual platforms like shared document repositories, project management tools, or online discussion forums.
- **Encourage adaptability and flexibility:** In a dynamic environment like a MATOC, it is important to be adaptable and flexible. We encourage team members to embrace change, be open to new ideas, and find innovative solutions to the challenges they encounter in this dynamic project delivery environment.

APPROACH TO TRAINING, DEVELOPMENT & RETENTION OF STAFF

Our Recruitment and Retention Approach provides for the most talented and diverse staff for our clients. Our workforce planning is integrated into our talent management process. It enhances our ability to view upcoming work, make hires, provide better workshare communication, and provide our employees with a more connected view into their company, which is key to retaining key talent. Also key to retention of staff is our health and welfare benefits that are designed to invest in our employees and the things they care about: their health, well-being, security, and future.

We believe at our organizational core that it takes more than base compensation to keep employees engaged and connected to the organization. It requires the employee to enjoy what they do and the people they are doing it with and to have a sense of pride in the finished product. We endeavor to receive feedback from our staff's direct supervisors regularly, which in a MATOC environment can be challenging. We combat this challenge by engaging in

regular project walks and desk drop-ins. We also ask staff to participate in an annual self-evaluation process that focuses on what they have done in the last 12 months to improve their skills and how the company can support these efforts in the next 12 months; that information is used to craft a customized employee advancement program that can be measured from both the employee and employer perspective.

CMTS strongly believes in investing in our staff with mentoring and educational opportunities. We encourage our team members to take advantage of our education reimbursement program. For continued CEUs, professional certifications, technical license renewals, and professional associations. If an employee is looking to further their traditional education, CMTS works with the employee to develop a learning plan that, once approved, CMTS contributes up to \$2,500 annually for students who maintain a B average or above.

As staff work at the client's premises, it is essential to schedule regular check-ins to assess their well-being, address any concerns, and provide necessary support. This is done through desk drop-ins, phone calls, or one-on-one video conferences.

In addition to the project walks and desk drop-ins, CMTS believes it is vital to bring all staff together regularly. Since most are assigned to specific client project sites, there is little time for them to interact with each other. We host a quarterly town hall meeting where everyone receives a voucher from UberEATS or Grubhub for lunch; we discuss upcoming corporate initiatives, celebrate additions to the team and anniversaries, highlight projects, and discuss the company's financial performance. Even though our staff are physically separated, fostering camaraderie and building relationships is essential. Our employee engagement team organizes virtual team-building activities, such as online games, virtual coffee breaks, or informal video conferences, to create a sense of belonging and encourage collaboration.

Company-sponsored events provide a friendly atmosphere for the staff to get to know each other, which in turn helps with recruitment referrals, corporate communication, mentoring new employees, and provides opportunities for them to share processes and similarities of their projects.

We believe that the baseline philosophy of taking care of our people, giving them the tools, and allowing them the space to take care of our clients has resulted in us being named a winner of Zweig Groups' "Best Firms to Work For" for the third consecutive year.



This award honors outstanding workplaces at architecture, engineering, environmental, planning, construction, and related professional services (AEC) firms. These companies are recognized for their investment in the employee experience. They've created an environment where their people feel valued, can make a difference, and can clearly see where their contribution fits into the overall mission and success of the firm. The award is based on blind survey feedback provided directly from a minimum of 50% of a firm's employees.

APPROACH TO COMMUNICATION WITH THE TEAM & WITH LAWA

CMTS will lead, manage, and direct the team through every stage of an assignment. We host monthly team meetings during the initial phases of project startup to share information, experiences, and tips on subjects like navigating the badging signatory, and vehicle permitting processes. As the assignment moves from the startup to the execution phase, the meetings move to a quarterly format. Every request for personnel will be distributed to all team members upon receipt, and RFTOP's will be reviewed and discussed with team members who can provide the requested services.

Effective communication is the foundation of maintaining team cohesion. We establish regular communication channels, such as these team meetings, to keep everyone updated on project progress, challenges, and milestones. Additionally, we would encourage an open-door policy where team members can discuss any concerns, ideas, or suggestions. This approach works best when we have senior personnel also embedded as part of the project team.

Previously, our communication protocols with LAWA were restricted to the "Quarterly Prime" meetings, information collected during employee drop-ins, and formal requests for information made during annual employee reviews. While these interactions have served as exchanges of information to some extent, we are eager to collaborate with LAWA in establishing a more organized program that enables us to be more initiative-taking in addressing the future requirements

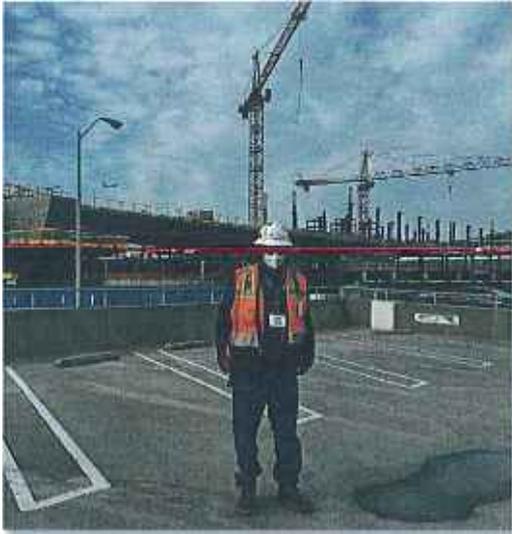
of LAWA, our sub-consultant partners, and our employee team members.

ENSURING RESPONSIVENESS TO LAWA & OTHER STAKEHOLDERS

Along with the traveling public, LAWA has a variety of stakeholders whose interests and expectations may vary as they relate to airport construction. Projects impacting operational concourses require a significant amount of pre-planning, coordination, and communications with the airlines and other stakeholders who may be impacted by airport construction. Roadway projects impact traffic, therefore, the adjacent airport businesses are impacted. As a team, we must be intentional in our efforts to provide information and gather stakeholder feedback. This will ensure stakeholders have prior knowledge of construction changes and aid in managing stakeholder expectations and satisfaction with improvements at LAX.

APPROACH & EXPERIENCE LEVERAGING TECHNOLOGY

CMTS has adopted a philosophy of flexibility concerning technology, we typically use the tools most acceptable to the client. Some of our clients operate in a Windows environment with Android mobile applications, and others prefer a MAC environment with I-Pads and iPhones. We are comfortable in both and work with our personnel to ensure they have the skills and training to meet the client's requirements. As a corporate baseline, we deploy Raken daily reports software, which integrates well with most cloud based PMIS programs, including Autodesk360, Procore, Sage300, and Egnyte. When supported by the clients' internal systems, we also deploy Bluebeam to aid our team members' ability to review drawings. We are a Silver implementation partner with eBuilder.



Pictured above: CMTS' staff, Arnold Williams, has been serving as a Safety Manager at LAWA since 2019.

ABILITY TO BRING INNOVATION & BEST PRACTICES TO THE PERFORMANCE OF SERVICES

Any MATOC environment requires establishing a structured communication program that facilitates collaboration, knowledge sharing, and the identification of innovative solutions. We have used monthly meetings, virtual collaboration platforms (like Microsoft teams), and dedicated channels for sharing best practices and lessons learned to achieve this. Open communication and idea generation among all stakeholders must be encouraged and rewarded. Additionally, fostering a culture of continuous improvement is essential to constantly improve and bring the best practices and innovative solutions to the performance of services. One example where the continuous improvement component of this rings true is our longstanding contract with the City of Portland Oregon's Bureau of Environmental Services where members of the CMTS team served on the Bureau's safety committee and worked with the agency to develop a program to achieve a Safety and Health Achievement Recognition Program (SHARP) certification. This is a program run by the Occupational Safety and Health Administration (OSHA) that recognizes small business employers who have used OSHA's On-Site Consultation Program services and operate exemplary safety and health programs.

MONITORING OUR TEAM'S PERFORMANCE

As previously discussed, we monitor our staff and team's performance through regular project walks and desk drop-

ins. When opportunities for improvement are identified, we proactively work with the staff member or a partner firm to develop a performance improvement plan with measurable goals to be achieved within a time frame acceptable to the client. If additional training is required, we arrange for that training and monitor its satisfactory completion. We then periodically check during the performance improvement period to ensure the agreed-upon milestones are met.

APPROACH TO QUALITY CONTROL

Our approach to ensuring quality across the breadth of our service offerings is to ensure the project's quality requirements are an integral part of every activity to reach project milestones. These activities include reviewing and comprehending procurement, resource, customer, regulatory, and training requirements. Our Quality Management System (QMS) ensures that products and services meet these requirements and monitors compliance through measuring and monitoring performance against the project goals, objectives, and requirements. The effectiveness of the QMS is demonstrated through management involvement in QMS-related activities. The CMTS leadership team is responsible for ensuring compliance with the QMS, including the CMTS Corporate Quality Management Program. Objective documented observations and reports by Quality Assurance personnel are used to provide evidence of compliance or noncompliance, which is communicated to the CMTS Executive Leadership by the CMTS Quality Manager.



Principal-In-Charge
K. Hezekiah Harris II¹

**BASE SCOPE:
PM/CM/PC & ORAT SERVICES**

**OPTIONAL SCOPE 1:
QUALITY, SAFETY & SPECIALTY INSPECTION SERVICES**

PROJECT MANAGEMENT/CONSTRUCTION MANAGEMENT/PROJECT CONTROLS (PM/CM/PC)

<p>BIM Administrator Amol Shah⁴</p> <p>Claims Specialist Tina Millan, PMP, AICP¹¹</p> <p>Construction Manager Daniel Reich, LEED AP BD+C¹ Gabriel Miranda² G. Michael Griffith¹ Douglas Barnes¹ Antonio Zori⁴ Albert Murillo¹¹</p> <p>Contract Administrator Sonji Brown-Killyon¹</p> <p>Cost Engineer Happy Hundai, PE⁴ Amrit Kahlon⁴</p> <p>Cost Estimator Steve Guilfoile¹ Milad Sharafifar¹</p> <p>Digital Specialist Linna Yu, PMP⁴</p> <p>Public Outreach Specialist Ottillie Hall⁵ Vivian Soto¹</p>	<p>Document Control Technician Meisha Clark⁴ Robert Hilton⁵ Lucia Medina⁴ Morris Sussoev⁸ Michele Mills¹ Gabriela Ortega¹</p> <p>Engineer Tirth Patel⁴</p> <p>GIS Technical Specialist Ryan Mock⁷</p> <p>Field Engineer Craig Garland¹⁰ Troy Gray¹⁰</p> <p>IT Technical Support Michael Lin¹</p> <p>Office Engineer Monica Leary¹⁰ Yassine Hmina⁵ Indrawati Jones¹ Arlana Brooks¹</p> <p>Project Controls Assem El-Tayibe⁸ Maulik Patel⁴ Manan Choksi, PMP⁴ Iran Ghafoor, MBA, PMP⁴ Albert Murillo¹¹ Zafar Alikhan¹¹ John Gentry¹¹ Jagdish Patel¹¹</p>	<p>Project Manager Behnaz Bavar⁴ Lynn Creelman⁷ Maulik Patel⁴ Manan Choksi⁴ Thomas Kallmayer⁹ Raphael Garcia¹¹ Daniel Gumberger⁶ Michael Coucaud, PE¹¹ Iran Ghafoor, MBA, PMP⁴ William O'Gain, CCM, CQM-C¹⁰ David Smith, PMP⁴ Jeffrey Stevens, MBA, PMP, CEA, CEM⁴ Robin Thorne⁸ Antonio Zori⁴ Frances Gallagher, AIA, PMP¹ Ted Rigo, PE¹ Dung Tran, PE¹ Fabian Velasco, PE³ Arturo Vivar, PE³</p> <p>Scheduler Argishti Baghdasarian¹ Shima Ebrahimi⁴ Likka Alobaldi, PMP⁴ Hamed Arabzadeh, PMP, PSP, CMIT, CDT¹ Mo Daneshmand, PMP⁴ Samuel Paravaltana⁴</p> <p>Third Party Coordinator Rodolfo Garcia, Jr.¹</p>
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PERFORMANCE & ORAT SERVICES

ORAT Consultant
Christina Sainz⁶
Herbert Keffel⁶

QUALITY, SAFETY & SPECIALTY INSPECTION SERVICES

<p>Quality Control Manager Tysheina Robertson, CQA, CMQ/OE¹</p> <p>Construction Inspector David Jackson¹ Emmanuel Ebwe¹⁰</p> <p>Electrical Inspector Brian Almeida¹</p>	<p>Safety Program Manager David E. Couch, Jr.¹</p> <p>Safety Assistant Manager Arnold Williams¹ David Jackson¹ James Penn¹¹ Robert Deigado³</p>
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1 CMTS
PRIME CONSULTANT

✓ = Diversity Certified

SUBCONSULTANTS

2 ADVANCED PAVEMENT CONSULTING	3 AIX	4 B	5 CASAMAR GROUP Project, Resource & Compliance Management	6 CITIRI
7 Creelman	8 CTI	9 OrgMETRICS Data from 1000+ Sites	10 ROHADFOX TRANSPORTATION, LLC	11 TRC

TEAM COMPOSITION FOR BASE SCOPE & OPTIONAL SCOPE 1

PRIME CONSULTANT: CMTS LLC



Since 1984, CMTS has been an aviation construction services firm providing services for more than \$30B in construction value for Transportation, Infrastructure, and Facilities projects nationwide. With 129 employees nationwide, CMTS is ready to provide our clients with turnkey services at a moment's notice. Over the years, CMTS has provided program, project, and construction management services at international airports across the country, including two airports in Los Angeles, California (LAX, ONT).

CMTS' first major opportunity came in 1989 with the City of Denver's request for professional services to construct Denver International Airport (DIA). Of the five contracts awarded at DIA, CMTS was selected as a prime on three contracts and a sub-consultant on two. Projects included Construction elements of the Central Utility Plant; Concourses A, B, and C; eleven miles of Pena Boulevard; and the tunnel structure for the Automated People Mover. CMTS provided over 200 professionals to serve as resident engineers, office engineers, contract administrators, quality assurance inspection personnel, and administrative staff for the design and construction of the Denver International Airport.

SUBCONSULTANTS

When making decisions about teaming partners, we always begin with the following questions in mind:

- Can the potential partner support the scope of services?
- Do they have a reputation for quality performance?
- Do they share a similar philosophy regarding the delivery of services?
- Are the principals engaged?

Lastly, do we have a professional and/or personal relationship where we are comfortable that in the event of a challenge, all parties are willing to roll up their sleeves and work collectively to support the client in delivering our contractual responsibilities?

Each of our subconsultant partners was evaluated against those metrics, resulting in a team of firms we believe to be a perfect match for the specific services requested to support this MATCO for program services pursuit. Our team consists of mostly small, diverse, and local firm participants. Our partners have a unique mix of LAWA experience and a history of support for programs at other international airports. **CMTS was very intentional in adding AIX Group and Advanced Pavement Consultants to the team, as we plan to formally mentor both firms, who have been in business for less than four years.**

Pictured below: CMTS' recent aviation clients.



ADVANCED PAVEMENT CONSULTING, LLC (APC): PM/CM/PC SERVICES



Gabriel Miranda is the Principal at APC and has 18 years of experience in the Construction and Construction Management field. Gabriel specializes in constructing concrete and asphalt pavements; specifically, FAA Specified P-501, P-403/4-01 pavements, and associated pavement sections utilizing industry standard paving equipment and techniques.

Gabriel has helped lead Construction Management teams for Los Angeles World Airports on 11 successful projects. As Senior Construction Manager, he is currently responsible for managing the overall project quality, schedule, budget, safety, and changes on the North Airfield Taxiway Project at LAX. He is dedicated to ensuring this high-profile project is completed under budget and on schedule to minimize impacts to Airport Operations. Although APC is a one-employee company established in 2023, Gabriel recently applied for his SBE certification. He seeks to expand his staff to include experienced and talented individuals in the Construction and Project Management field. We believe inclusion on the CMTS team and participation as a protegee will aid in the growth of this business.

AIX GROUP: PM/CM/PC, QA, SAFETY & SPECIALTY INSPECTION SERVICES



AIX Group provides engineering, construction, and project management services for clients throughout California. This small (SBE/DBE) certified firm is focused on the transportation and public works industries. AIX Group is a highly experienced construction and project management firm with a proven track record of successfully delivering transportation-related projects. Its staff comprises industry experts with extensive construction and project management knowledge, who are committed to delivering high-quality projects on time and within budget.

BRIO SOLUTIONS LLC: PM/CM/PC SERVICES



Established in 2018 and based in Chino, CA, Brio Solutions LLC is a CUPC certified DBE. Brio Solutions offers a range of services, including Program and Project Management, Project Management Information Services (PMIS), Project Management Oversight, Estimating, Scheduling, Cost Engineering, and Document Control services. Brio Solutions Project Management Technology experts design fully integrated solutions that help management visualize,

estimate, manage, control, and connect all aspects of a project. Brio Solutions have project management expertise in transit and transportation projects, airports, utilities, and commercial construction.

Manan Choksi, Brio Solutions' Founder, President, and key employee is a PMP and LEED Certified Professional with more than 16 years of project management experience and expertise in cost control, scheduling, and EPC Software. Manan has successfully led the design and implementation of robust enterprise-level Program Management Information Systems (PMIS) using Oracle Primavera Unifier for Los Angeles County Metropolitan Transit Authority (LA Metro). He continues to provide his expertise by leading the implementation and enhancement of PMIS dashboard reporting and cost management using Microsoft Power BI, Oracle Primavera Unifier, and Oracle Primavera P6.

CASAMAR GROUP, LLC: PM/CM/PC SERVICES



Casamar Group, LLC, a certified D/S/MBE, DVBE, and SDVOSB firm, was established in 2007 to provide comprehensive contract and project management/administration, compliance, and resource management support services including, but not limited to:

- PM/CM Support Services
- Stormwater SWPPP (QSP) Compliance
- Community/Public/Stakeholder, Business & Workforce Outreach Compliance
- PLA/Contract Labor Compliance

The firm was established by Joe Garcia, a California Registered Professional Engineer (Civil), a Qualified Stormwater Practitioner (QSP), and a service-connected Disabled Veteran with 27 years of professional experience in the Design and Construction Management industry throughout California and the U.S. Casamar's staff also have extensive construction contract compliance experience and experience working with private, industrial commercial entities and public agencies, project stakeholders, and special interest and community groups relative to public works/infrastructure projects.

CITIRI, INC.: PERFORMANCE & ORAT SERVICES



Atlanta-based Citiri, Inc. provides the CitiriOS platform and is one of the world's foremost thought leaders in airport operational readiness and ORAT. Citiri's ORAT experience spans \$50B in capital projects ranging from parking facilities to terminals, major renovations, expansions, and rail infrastructure. Citiri's staff have been involved in familiarization, induction, and

technical training planning and administration for more than 20,000 participants and have been involved in the planning, execution, and evaluation of nearly 1,000 operational trials.

CREELMAN, INC.: PM/CM/PC SERVICES



Creelman Inc. was founded in 2021 by Dr. Lynn Creelman to provide boutique technical services to Airports, primarily IT and Environmental planning, design, and

implementation. Creelman has successfully completed 50 projects at 15 US airports. Creelman has completed 20 projects at LAWA and is currently supporting the Program Management/ Construction Management (PM/CM) Coordination and Logistics Management (CALM) program and On-Call Innovative Design for Terminal 9 IT systems. Creelman also provided scheduling and management reporting for 13 years on the PM/CM project as well as a full range of professional services to the LAWA IT Project Management Office, including document control, contract management, and change management for the CCTV replacement and many other IT projects over 13 years and four on-call contracts. On the LAWA Advanced Planning project, Lynn prepared the Mitigation Monitoring and Reporting Program Framework for environmental compliance to implement the LAX Master Plan.

CTI ENVIRONMENTAL, INC.: PM/CM/PC, QA, SAFETY & SPECIALTY INSPECTION SERVICES



CTI Environmental, Inc (CTI), established in 2009, is a Long Beach based General Engineering Contractor specializing in

environmental projects, providing hazardous material testing, site assessments, training, project management, and oversight. CTI has developed a unique business model by strategically hiring experts in each environmental specialty and combining local talent with complementary civil and environmental engineering consultation services. CTI's team comprises highly trained professionals in engineering, safety, hazardous waste, and other related disciplines. Robin Thorne, Principal, has worked in engineering and regulatory compliance for 19 years. She has a Bachelor of Science in Chemical Engineering, is 40 Hour HAZWOPER certified, and is the qualifier for the CSLB A-Haz license. CTI is a certified CPUC W/MBE, CUP D/SBE, and City of Los Angeles LSBE.

ORGMETRICS LLC: PM/CM/PC SERVICES



OrgMetrics LLC, celebrating its 37th year in business, is a

consulting firm specializing in structured Collaborative Partnering Services. These include partnering program development, project partnering facilitation, partnering steering committee coordination and leadership, and dispute resolution. OrgMetrics LLC was founded by Sue Dyer in 1986 to advance the art and science of collaboration in the construction industry. Today, OrgMetrics LLC facilitates more than 250 partnering sessions annually and has facilitated sessions on more than 3,800 projects.

**ROHADFOX TRANSPORTATION, INC. (ROHADFOX):
PM/CM/PC SERVICES**



Rohadfox's broad range of services includes program and project management, project development, scheduling, estimating, inspection, cost and schedule control, value engineering, change order management, and claims analysis. Some of the firm's aviation clients include the Hartsfield-Jackson Atlanta International Airport, Raleigh-Durham International Airport Authority, Miami-Dade Aviation Department, Los Angeles International Airport, and John F. Kennedy International Airport.

TRC: PM/CM/PC SERVICES



Incorporated in Connecticut in 1969, TRC provides professional services in the engineering and consulting realm. From humble beginnings as The Research Corporation of New England, a meteorological and air quality analysis firm, TRC quickly expanded into the power and infrastructure markets and serves as an environmentally focused and digitally powered consulting firm.

REVISED

Pictured below: The CMTS team's composition and available resources.

TEAM MEMBERS	BASE SCOPE		OPTIONAL SCOPE 1			EMPLOYEES	
	PM/CM/PC	ORAT	QA	Safety Management	Specialty Inspection	CA	Global
CMTS	X		X	X	X	15	129
APC	X					1	1
AIX Group	X		X	X	X	2	2
Brio Solutions	X					3	3
Casamar Group	X					19	19
Citiri		X				0	22
Creelman	X					3	4
CTI	X		X	X	X	13	13
OrgMetrics	X					1	1
Rohadfox	X					5	86
TRC	X					779	7586
TOTAL EMPLOYEES AVAILABLE						841	7866



ATTACHMENT C: INCLUSIVITY TERMS

1. General Inclusivity Terms

Contracted Firm shall comply with LAW A's Certified Firm participation requirements and Inclusivity Commitments included in the Contract.

The strategies and commitments set forth in Contracted Firm, implementation period, including any commitments it makes to exceed the Certified Firm participation requirements, and, where applicable, the workforce development commitments, shall become enumerated requirements in the Contract and shall be referred to as the "Inclusivity Commitments."

2. Team Composition

Throughout the term of the Contract, Contracted Firm shall employ an individual from among its personnel who will represent the Contracted Firm as the inclusivity liaison to LAW A (the Diversity and Inclusivity Lead). The Diversity and Inclusivity Lead shall have programmatic responsibility for all the Contracted Firm's inclusivity efforts, including compliance and reporting, and shall be engaged throughout the term of the Contract.

3. Certified Firm Participation Requirements

Throughout the term of the Contract, Contracted Firm shall achieve the mandatory minimum Certified Firm participation percentages set by LAW A and any excess committed to by the Contracted Firm. Contracted Firm shall confirm and submit BE certification documentation for all Sub-Consultants. Participation shall be subject to ongoing monitoring and reviews by LAW A to verify Contracted Firm's compliance with the Certified Firm Participation requirements and the approved Inclusivity and Workforce Development Plan and commitments submitted with the RFQ response. Such monitoring may include, but shall not be limited to, periodic inclusivity performance assessments and reviews by LAW A of relevant agreements, documents and data.

4. Inclusivity & Workforce Development Plan Performance and Reporting

Contracted Firm shall implement an Inclusivity and Workforce Development Plan that sets forth in detail Contracted Firm's approach, timeline, and key milestones for achieving requirements and Inclusivity Commitments. Contracted Firm shall update and submit the Inclusivity and Workforce Development Plan to LAW A annually to report its achievements and address any performance shortfalls (remediation), changes to scope or approach. As well as define other commitments to support the success of Certified Firms, such as risk management, administrative back office support, strategies to ensure prompt payment, and set-aside scopes of work to align with Certified Firm capacity.

- (a) Contracted Firm shall provide LAW A with the information required to monitor progress towards Certified Firm participation requirements, implementation of the Mentor Protégé Program and Internship Program. Contracted Firm shall comply with periodic performance assessments, and/or reviews of contract/subcontract documents, as needed.
- (b) LAW A shall conduct an annual review of the Contracted Firm's annual and Workforce Development Inclusivity Plan to determine compliance and request a remediation plan if necessary.

- (c) Contracted Firm shall report all contractor payments using the system designated by LAWA and augmented by monthly status reports. Contracted Firm shall require all contractors at all tiers to submit monthly payment information and comply with inclusivity reporting requests.
- (d) Contracted Firm shall use LAWA's LCPTracker system to submit certified payroll and workforce reporting, and include as part of its monitoring, and reporting, the status of Disadvantaged Workers and Veteran participation.

5. Mentor Protégé Program.

Contracted Firm shall develop and manage a meaningful program to increase the competitive capacity of Certified Firms and firms owned by underrepresented populations in all categories of work.

The Mentor-Protégé Program shall; establish Mentor/Mentee participation agreement that defines roles and responsibilities, objectives and metrics; and provide development of technical skills and professional development as may be required by Mentees.

- (a) Contracted Firm shall submit Mentor Protégé Program to LAWA for approval.
- (b) Contracted Firm shall provide LAWA with copies of the Mentor/Mentee agreements, upon request.
- (c) Contracted Firm shall invite LAWA to participate in Mentee outreach and/or recognition events.
- (d) Contracted Firm will coordinate with the LAWA Economic Impact Team.

6. Internship Program

The Internship Program shall include the following elements: (i) outreach strategy and schedule; (ii) details how interns will be exposed to and engaged in all elements for the scope of work; (iii) number of interns that will be hired during the course of the contract term; (iv) hiring and placement process; (v) intern evaluation process; (vi) intern retention and upward mobility strategy; and (vii) collaboration with local community colleges, universities and community-based organizations to identify internship candidates and services to eliminate barriers to participation by disadvantaged youth.

- (a) Participating interns shall reside within the boundaries of the Airport Impact Area cities or the City of Los Angeles;
- (b) Contracted Firm shall participate in LAWA's Aviation Career Day activities and Aviation Careers Education (ACE) Academy Program in coordination with LAWA Community Relations Division; and engage with students attending K-12 Title 1 schools to increase awareness of STEM careers in design and construction. K-12 Title 1 schools are to be located within the Airport Impact Area cities or City of Los Angeles.
- (c) Contracted Firm shall coordinate Internship Program activities with the LAWA Economic Impact Team;
- (d) Contracted Firm shall use the LAWA Internship Program Placement and Reporting System to post internship opportunities; track employment and wages earned; and highlight success stories; and
- (e) Contracted Firm shall participate in scholarship programs benefiting K-12 students attending Title 1 schools and/or Internship Program. Scholarship recipients are to reside in the Airport Impact Area cities or the City of Los Angeles.



7. Reporting

Contracted Firm shall provide diversity, equity and inclusion reporting through B2Gnow, or in any other format requested by LAW A, to capture the rich diversity represented by the businesses performing work on this MATOC, specifically firms certified as DBE, MBE, WBE and/or LGBTQ+.

APPROACH TO INCLUSIVITY & WORKFORCE DEVELOPMENT

We, as a company with diverse ownership, believe that our growth is based on embracing and expanding inclusivity, diversity, and equity. These values are incorporated into every aspect of our work, including our relationships with public agency clients.

CMTS has successfully partnered with and promoted S/M/D/BE firms. As a minority-owned business with small regional offices, we understand the strengths, embrace the flexibility, and are familiar with the challenges of small businesses. We are active members of the Airport Minority Advisory Council (AMAC), American Public Works Association (APWA), Women in Transportation (WTS), and other local and regional diversity organizations. We regularly connect with current and potential small business teaming partners. We support our employees by encouraging their participation in career development organizations focusing on women, minorities, and veterans. Since 2005, CMTS has partnered with APWA, providing scholarship funding for individuals interested in a career in public works, and recently helped create the first Veteran scholarship at APWA. CMTS has also developed and managed training programs for materials testing technicians and inspectors in the workforce development arena. Our first example goes back to 1989 when the City of Denver requested professional services to construct the Denver International Airport (DEN). We realized that the volume of concrete tests required to build a greenfield airport would far outpace the number of available technicians in the region. Therefore, we developed and administered a training program that was used to build the number of available technicians and thus aid in the successful completion of the airport.

When we opened our office in Portland, Oregon, the City of Portland recognized that they had an aging non-diverse workforce and made a commitment to address that challenge. CMTS developed a training program that reached into the community and identified women and minorities interested in the construction industry. We worked with organizations such as The Urban League, Oregon Trades Women, the African American, and the Hispanic Chambers of Commerce. One of our graduates, Veronica Ferguson, is now the Chief Inspector for the City of Portland's Bureau of Environmental Services.

We have created training programs that have established careers for individuals in underserved communities. For over 20 years, we have been providing an Inspector

Training/Career Development program across the country to recruit minorities, women, and disadvantaged individuals, and provide them with the opportunity to become successful construction inspectors. This program includes classroom training, field demonstrations, and onsite inspection experience of real-time construction projects. Our CMTS Career Education Program provides positive results that can be customized to fit the criteria of any governmental agency committed to valuing diversity in the workforce. Together, these efforts enable us to improve the quality of life for the successful trainee participants.

A testimony to the program's success is in this quote from one of our very first graduates:

"This has definitely been a good program and a steppingstone for me. There was a lot of training involved that has provided me with the understanding of what an inspector's role is and what they are looking for in the field. I graduated early, continued to work as a contract inspector through CMTS and then secured a job as a permanent City Inspector, working at the Bureau of Environmental Services. Thanks for giving me this opportunity!"
Veronica Ferguson, Senior Inspector City of Portland --
Graduate of the Career Development Program

Our firm has been established on the foundation of the communities we serve. Therefore, we strive to ensure that our workforce reflects the diversity of these communities through targeted recruitment, mentoring programs, and self-managed teams. We view Equity, Diversity, and Inclusion as a way of life and a necessary methodology for our survival. Our growth has been based on identifying opportunities, connecting with the right partners, and hiring talented individuals to deliver projects.

Even though we are an equal opportunity employer, our authorized personnel understand that we are committed to creating opportunities for underrepresented communities. Our goal is to ensure that these communities not only survive but also thrive. In cases where all candidates are equal, we prefer to choose minority or women candidates. We have partnered with ADP to provide regular training to our personnel on gender and racial equity, implicit bias, and other courses for managers.

We strongly believe that clients benefit from a diverse pool of MWBE firms. Though larger firms are perceived to be better at solving project challenges, they simply have more people, not necessarily better people. Our partnerships with sub-consultants are based on performance and consistency.

SIMILAR PROJECT EXAMPLES

We have a proud history of exceeding inclusivity expectations even when there were no mandated goals. Two examples of our historical performance are listed below:

In 1994, CMTS was awarded the \$85M Northridge Earthquake Recovery Project by California State University. There was no M/WBE goal on this project, but as the Project Manager, CMTS implemented the CSUN Minority Program. During Phase I, CMTS placed an unprecedented 24 out of 105 prime contracts with minority businesses. In the first month, campus minority job walkthrough participation leaped from 17% to 48%. Out of more than \$46M in contracts and services - \$11.5M was awarded to minority, women, or disabled-veteran-owned firms.

Between 2008 and 2013, CMTS acted as the primary consultant for DFW International Airport's Professional Services for Interim staffing contract. Throughout the duration of the contract, a total of 65 CMTS Team staff members provided support to DFW on 48 task orders. Their responsibilities included project management, construction management, contract administration, estimating, scheduling, code inspection, plan review, and construction inspection. The airport's target participation rate for this contract was 30%, but CMTS proposed 35% excluding self-performance. The total value of the contract was \$23.6M. We surpassed our commitment and achieved a total MWBE participation rate of 39%.

CMTS measures the effectiveness of its diversity and inclusion initiatives by the dollars spent and participation goals exceeded within a contract's term. Historically, as a prime consultant or joint venture partner, CMTS has met or exceeded the participation goals on all its contracts.

The table below illustrates our success in exceeding inclusivity goals on current or completed assignments over the last seven years:

CLIENT	PROJECT	GOAL/ ACHIEVED	VALUE
City & County of Denver Department of Aviation	Defined Pool	40/45%	\$6.5M
City of Philadelphia, Division of Aviation	Capacity Enhancement Program	50/58.3%	\$85.6M
North Texas Tollway Authority	Mountain Creek Toll Bridge	30/36%	\$510K
Los Angeles World Airports	PM/CM, and Project Controls Support	40/83%	\$11.85M

PERFORMANCE ON LAWA CONTRACTS

CMTS currently holds an on-call contract with LAWA in which our SBE/DBE participation goals were challenging to meet. Many of our proposed team members were intimidated by the startup processes and chose not to proceed, many of our partners were limited-scope firms, and others developed conflicts downstream. When building our team for this pursuit, we used those lessons learned and teamed with partners who have an overlap of services for specific services we're proposing to support.

INCLUSIVITY & WORKFORCE DEVELOPMENT PLAN

ENSURING CERTIFIED FIRMS HAVE SIGNIFICANT OPPORTUNITIES

CMTS is responsible for leading, managing, and directing the team throughout every stage of an assignment. During the initial phases of project startup, we hold monthly team meetings to share information, experiences, and tips on navigating processes like badging signatory and vehicle permitting. As the assignment progresses to the execution phase, the meetings move to a quarterly format. Every request for personnel will be distributed to all team members upon receipt, and RFTOPs will be reviewed and discussed with team members who can provide the requested services.

Furthermore, Roan McRae, Executive Director of Client Development for CMTS' Western Region, will support the team's Principal-In-Charge in overseeing and ensuring the success of our Diversity/Inclusion and Community Outreach Plan. Roan's exceptional client account management skills, sub consultant relationships, and involvement with a range of local industry outreach programs such as CMAA - C.O.D.E / COMTO / WTS / Latinos in transit / BuildOut / DemoChicks will provide a strong foundation for our team and ensure that initiatives are met. Roan will work closely with our sub-consultant partners to ensure their meaningful participation in this program. He will maintain frequent contact with our partnering firms to track the availability of their staff, providing timely notice on open positions and task order needs.

APPROACH TO CAPACITY BUILDING, ADDRESSING BARRIERS TO GROWTH & CASHFLOW STRATEGY

As an African American-owned firm, CMTS is dedicated to creating opportunities for people in our communities, not only

for employment but also for business. We have always believed in supporting small, minority, and women-owned businesses in their efforts to succeed. We do not believe in a one-size-fits-all kind of assistance or guidance mindset, as we have seen such programs become ineffective over time. When we are prime, we meet with our partner firms individually, understand the challenges they are facing, and develop customized strategies to solve those challenges.

We have established strong relationships with many MWDBE firms through our participation in local and national organizations, as well as our continued engagement in capacity building and enhancement programs. Over the years, more than 50% of our work has been as a prime consultant, and we have always been committed to engaging and mentoring minority businesses in our community and helping to grow our own partners. As a result, we have had the pleasure of serving as an incubator for several aspiring entrepreneurs. To date, five companies started by former CMTS team members with whom we actively partner and sometimes compete for work in various markets across the country.

"You will never truly understand the struggles faced by small business until you are responsible for signing your name on the FRONT of the payroll check." -- King H. Harris, founder CMTS.

Our business has been successfully growing thanks to our strong belief in joint ventures (JV). We have been champions of this strategy for a long time now. Our longest active JV is Global Program Partners at Philadelphia International Airport (PHL) in Philadelphia, PA, since 2012. We were initially engaged in Orlando International Airport (MCO) in Orlando, FL, from 2011 to 2016 under the CMTS/Hanson JV. The Joint Venture model is a great way for businesses to come together and provide smaller or less experienced partners an opportunity to pursue larger projects. It can serve as a steppingstone for smaller firms to take the leap from sub-consultant to prime. Currently, we are the managing partner in a JV called CMTS-Redbrick at Seattle-Tacoma International Airport (SEA) in Seattle, WA.

CMTS supports our SMWDBE teaming partners in a variety of ways, including:

- **Recruiting and Training Techniques:** CMTS uses its recruiting techniques to maintain a quality pool of candidates. CMTS offers regular lunch-and-learn sessions and training classes to new and existing employees and M/WBE sub consultants.

- **Assistance in Filling Positions:** CMTS assists its team members in the screening and identifying qualified candidates. We share our active resume files with our partners and assist in the onboarding of candidates to the benefit of the entire team.
- **Assistance in Invoice Preparation:** As the prime, CMTS generates the monthly invoice for presentation to the owner. CMTS assists its M/WBE sub consultants in preparing their invoices as needed to help identify errors prior to invoice submittal, thus avoiding delays in payment.
- **Financial Assistance:** "Cash is King," and for the last 25 years, our sub consultant agreements have included language that provides for payment within seven days of our payment from the client, and we have made electronic payment options available to all our small business partners. CMTS also has advanced funds to its SM/WBE sub consultants to aid them in meeting payroll obligations.

CMTS has partnered with both large national and small local firms since our inception. Creating opportunities for mutual success allows both CMTS and our partners to endure economic swings. A recent example was when we were able to financially help one of our certified subconsultants when the contract for their long-term employee ended three months early. We arranged for that employee to work in our office, providing technical assistance for in-house projects and assisting with our corporate move until their next project started, which aided our ability to maintain uninterrupted operations during the move. The employee was instrumental in helping us declutter and continue to maintain our City of Portland Gold Certification in sustainability. This resulted in furniture and equipment donations to local schools, churches, and other non-profit organizations, as well as a large effort of electronics and paper recycling prior to the move.

MENTOR-PROTÉGÉ PROGRAM

We have a strong track record of mentoring entrepreneurs. Since 2019, CMTS has been actively participating in a formal Mentor Protégé program overseen by the Michigan Department of Transportation. The main objective of the MDOT Consultant Mentor-Protégé Program is to support and enhance the capabilities of local, small business consultants to effectively compete for new vendor-consultant procurement opportunities. Our experience has demonstrated that the success of the program relies heavily on the full engagement of both CMTS and our mentor. Our

primary aim was to gain a comprehensive understanding of the Construction Engineering and Inspection industry in Michigan, while our mentor sought a partner who had a proven track record of successful delivery.

CMTS has had preliminary discussions with two of our subconsultant partners, AIX Group and APC, about implementing a similar program. We believe that the program's modules should be customized to meet the specific needs of the participants rather than adopting a generic approach. We acknowledge that our partners come from diverse backgrounds and possess varying levels of technical knowledge as business owners. As such, we are committed to sharing our experiences, being accessible, and actively engaging with our protégé partner as much as they are willing to be involved.

The foundation of our relationship will be built on specific desired outcomes, including job creation, the establishment and nurturing of profitable long-term business relationships, and the enhancement of core capabilities. To ensure the overall success of the program, it is crucial for all participants to establish and agree upon a set of guiding principles. These principles should encompass commitments from the mentors to maintain the confidentiality of any proprietary information shared with the protégé, while also allowing the protégé to maintain complete independence in their operations, business management, and finances that are not directly related to the approved Mentor-Protégé plan.

The program's modules will cover a wide range of topics encompassing both project delivery and business operations and finance. We have plans to regularly evaluate both parties involved to assess the content and level of engagement in the program.

CREATING AN INTERNSHIP PROGRAM

Outreach Strategy: In anticipation of this opportunity, CMTS has partnered with several local colleges to promote opportunities and attract new talent to our industry through their internship programs. Our partner campuses include Southwest College, USC, and UCLA. We have established partnerships with Eric Brach, Associate Dean of Workforce Development at Southwest College; Tracie Thomas Navarro, Director of Women in Science & Engineering and Ken Bonner, Dean of Inclusion and diversity Initiatives at USC's Viterbi recruiting platform; and William Herrera, Director of Undergraduate Internship Program at UCLA's Samueli School of Engineering)

In addition to actively recruiting at Historic Black Colleges and Universities, we will utilize established diversity outreach

programs at Southwest College, CSUN, USC, and UCLA to create a robust internship/outreach program. We will also be active in industry associations that promote opportunities for diverse and inclusive groups for new talent opportunities.

Finally, we will use online platforms and social media to promote the internship program.

Engaging Interns: We plan to enhance our partner colleges and universities' current internship programs and expose interns to all elements of the scope of work, including site visits, hands-on projects, and mentorship opportunities. Interns will be assigned mentors who will guide them throughout the internship, and conduct regular check-ins, workshops, and skill-building sessions.

Number of Interns: The number of interns will be based on available positions and the availability of students within the jurisdictions. We will advertise internship positions with clear job descriptions and requirements and conduct a rigorous application and interview process. We will match interns with suitable roles at LAWA, ensuring diversity and inclusion in the selection process.

Hiring and Placement Process: We will advertise internship positions with clear job descriptions and requirements; conduct a rigorous application and interview process; match interns with suitable roles at LAWA; and ensure diversity and inclusion in the selection process.

Evaluation Process: Interns' performance will be evaluated regularly, and they will be provided with constructive feedback. We will establish key performance indicators (KPIs) for interns, such as project completion, skills development, and teamwork. Interns will be encouraged to evaluate their experience and provide input for program improvement.

Intern Retention and Upward Mobility: We will offer incentives for high-performing interns, such as the opportunity to return for multiple internships or transition into full-time roles. We will provide career development guidance, resume-building workshops, and networking opportunities. Finally, we will create a supportive and inclusive work environment to retain talent.

Collaboration with Educational Institutions and Community-Based Organizations: We will participate in hosted events at each partner college campus during the school year and work with community-based organizations to eliminate participation barriers, such as transportation or financial constraints. Our goal is to identify and hire interns to support existing LAWA projects.

ENGAGING WITH K-12 STUDENTS

At CMTS, we strongly believe in investing in our future by creating inspiring mentoring and education opportunities for students. Our dedication to partnering with local schools and non-profits allows us to provide educational programs and tours of upcoming projects to introduce the next generation to a career in the ACE (Architecture, Construction, and Engineering) industry. Research indicates that STEAM (Science, Technology, Engineering, Arts, and Mathematics) education can have a powerful impact on students' academic success and long-term cultural, social, and professional development.

In Jacksonville, FL, our office has developed a strong relationship with the community, clients, and youth. We have created a STEAM education initiative that combines science and art to make learning fun and engaging. For three years, we have partnered with a contractor, the Jacksonville Museum of Science & History (MOSH), non-profit youth organizations, and a middle school to introduce students to STEAM careers and 3D Modeling. Our program includes hands-on activities, mathematical concepts, careers in construction discussion, and awareness of the contribution of museums to education in a community. Despite the challenges posed by COVID, we continued the program by providing virtual class tours and workshops.

"During the past year, the CMTS/MOSH STEAM initiative has helped students as follows: 300 homeschool students used 3D pens for MOSH STEAM-based homeschool programming; 350 MOSH visitors used the 3D pens in MOSH's Creation Station exhibit as part of the Museum's offering of daily activities and programs; and another 150 students used the 3D pens as part of MOSH camps and other education programs." -- Alec J. Warren, Education Manager, Museum of Science & History, Jacksonville, FL



We at CMTS are thrilled to collaborate with DemoChicks, a non-profit organization founded by Robin Thorne, who is also Principal for our subconsultant CTI Environmental. DemoChicks empowers young women to engage in the construction, engineering, or demolition industries. Since 2020, we have been an active supporter of DemoChicks and have come together to expand their STEM program for K-12 students in our local communities.

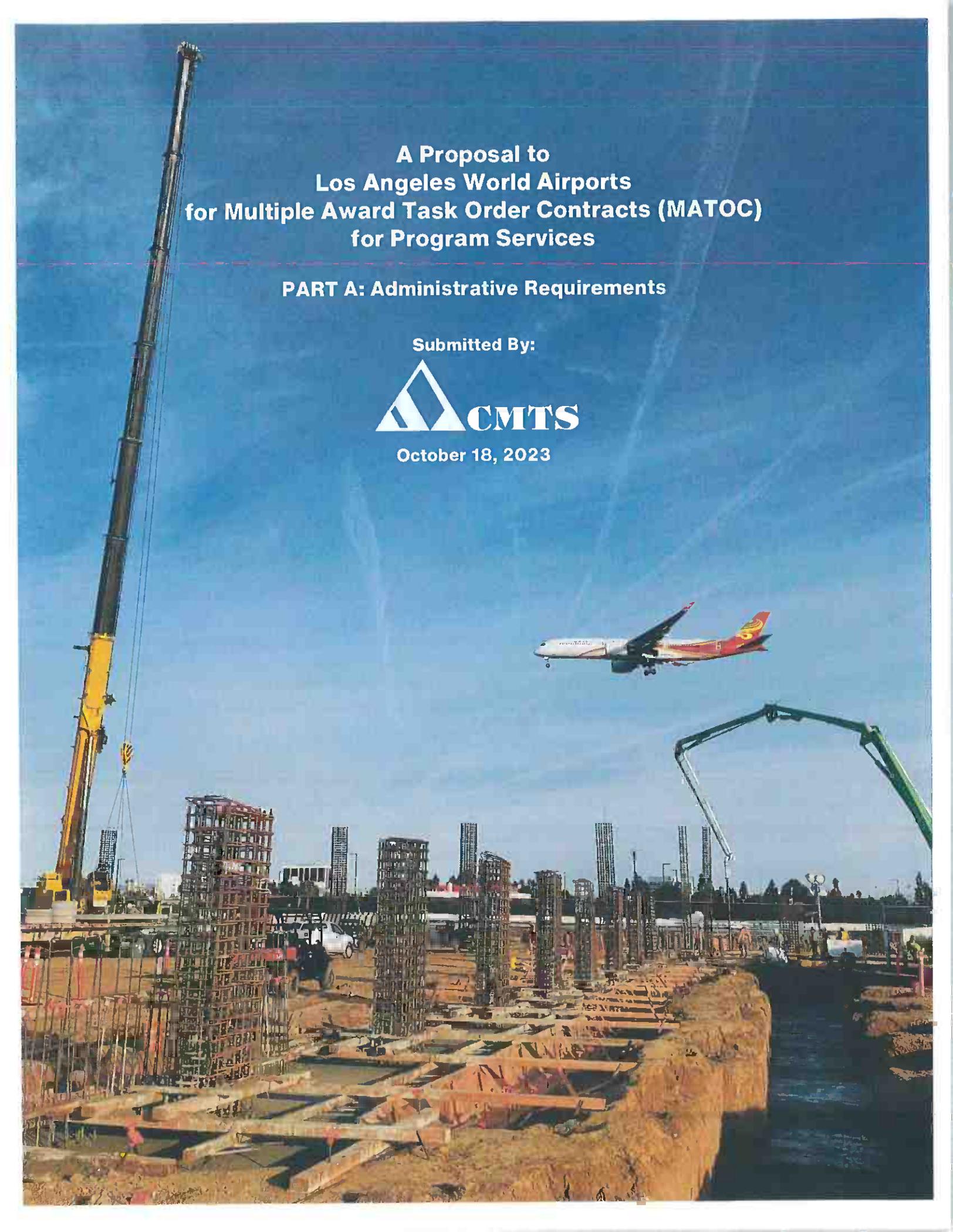


We aim to create an educational and mentoring program for STEM careers in design and construction, mainly focused on K-12 students attending Title 1 schools in the Airport Impact Area and City of Los Angeles. DemoChicks has been successful in developing relationships, providing scholarships, and conducting hands-on workshops and mentoring opportunities for youth since 2019.

We propose the following as part of our joint initiative:

- Organize STEM career awareness events in Title 1 schools.
- Offer workshops and interactive activities to introduce students to STEM fields.
- Utilize DemoChicks' Speakers Bureau and partner with local professionals for guest lectures and mentorship programs.
- Provide resources, scholarships, or internship opportunities to motivated students.
- Encourage parental involvement to support students' career aspirations.

By following this comprehensive approach, our internship program can successfully engage with youth, create pathways to STEM careers in design and construction, and contribute to the development of a diverse and skilled workforce.



**A Proposal to
Los Angeles World Airports
for Multiple Award Task Order Contracts (MATOC)
for Program Services**

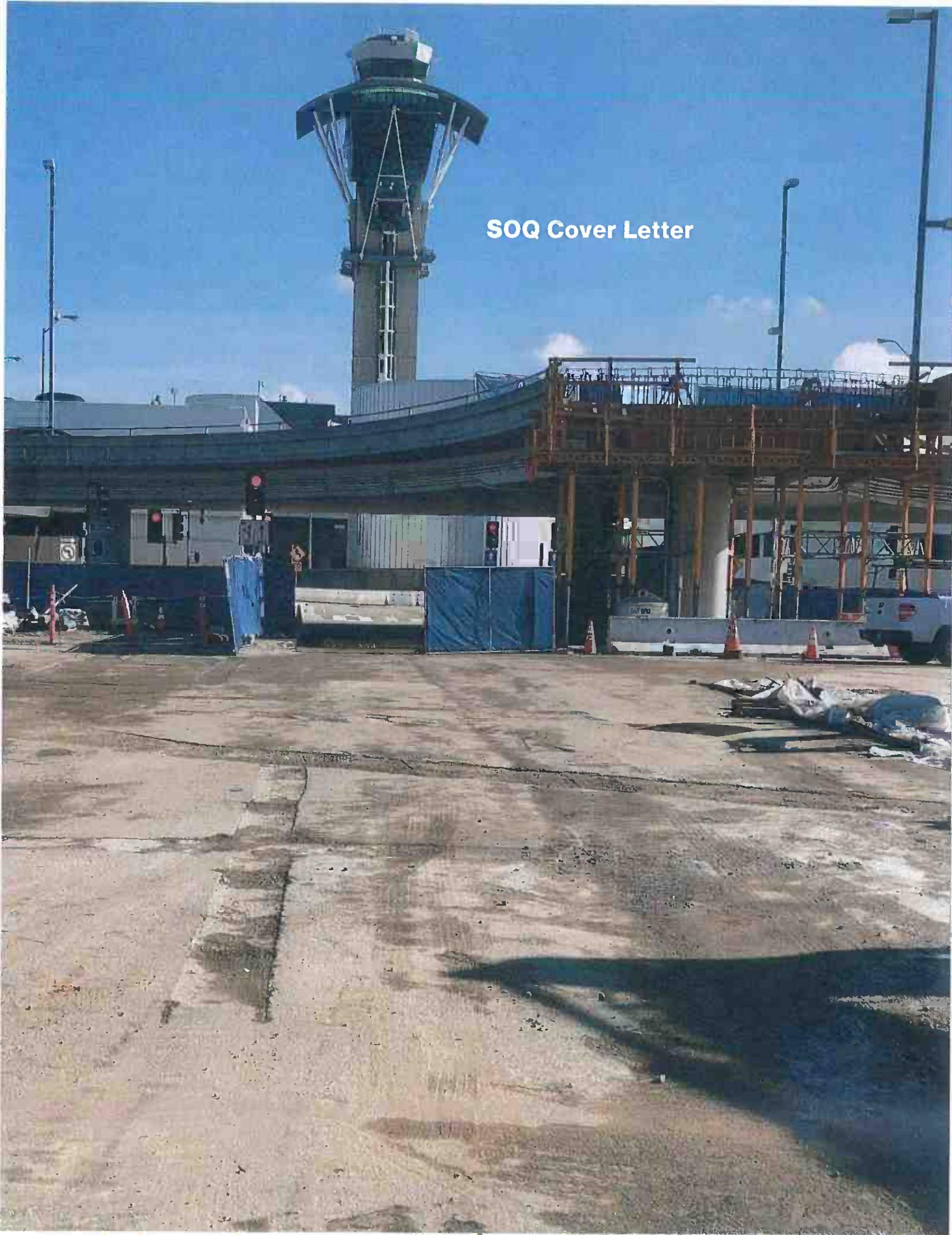
PART A: Administrative Requirements

Submitted By:



October 18, 2023

SOQ Cover Letter





FORM 3: SOQ COVER LETTER

Applicant Name: CMTS LLC

Date: October 3, 2023

Attention: Amy Imamura
Los Angeles World Airports
Clifton A. Moore Administration Office Building
1 World Way
Los Angeles, CA 90045

Dear Ms. Imamura:

The undersigned (**Applicant**) submits this statement of qualifications (this **SOQ**) in response to the Request for Qualifications for Multiple Award Task Order Contracts for Program Management, Project Management, Construction Management, Project Controls, Inspection, Testing and additional Professional Services released on July 11, 2023, (as subsequently amended, the **RFQ**). Capitalized terms not otherwise defined herein shall have the meanings set forth in the RFQ.

This letter is submitted in a form identical to Form 3 to the RFQ, other than with respect to wmodifications permitted or required by the use of such form.

Scope of Services

The Applicant submits this SOQ with respect to:

Base Scope	Project Management/Construction Management and Project Controls Services, Performance & Operational Readiness Airport Transition	<input checked="" type="checkbox"/>
Optional Scope Category 1	Quality and Safety Services	<input checked="" type="checkbox"/>
Optional Scope Category 2	Inclusivity, Workforce, and Economic Impact Support Services	<input type="checkbox"/>
Optional Scope Category 3	Specialty Services	<input type="checkbox"/>

Assurances

Applicant represents and warrants:

- as to receipt, examination, understanding, and full consideration of all materials posted on July 11-September 29, 2023, and otherwise provided to it by LAWA, with respect to the RFQ, including all responses to questions, requests for clarifications, and comments regarding the RFQ and the following Addenda: Addendum 1, Addendum 2, Addendum 3, Addendum 4, Addendum 5 and Addendum 6.
- that the SOQ is submitted without reservations, qualifications, assumptions, deviations, or conditions;

FORM 3 SOQ COVER LETTER

- Applicant's SOQ is genuine, and not a sham or collusive, nor made in the interest or on behalf of any person, firm, corporation, or other entity not therein named. Applicant has not directly or indirectly induced or solicited any other proposing applicant to put in a sham bid, or any other person, firm, corporation, or other entity to refrain from proposing, and Applicant has not in any manner sought by collusion to secure for itself an advantage over any other proposing applicant; and
- that Key Personnel proposed by Applicant will be available to perform the Services and will not be substituted with other personnel or reassigned to another project or contract without LAWA's prior written approval in accordance with Section 5.4.

Applicant Agrees:

- to abide by the contents and terms of the RFQ and the statements and commitments in its SOQ;
- to appear at and participate in any interview for which an invitation is extended in accordance with the terms of the RFQ;
- to the inclusion of the Common Rates in the Contract as the maximum rates that any Contracted Firm may assume for purposes of negotiating the fee for any Task Order awarded under a Contract issued pursuant to the RFQ, subject to LAWA's discretionary to increase such rates in accordance with the Contract;
- that this SOQ constitutes a valid offer to perform and complete the Services described in the RFQ;
- that if selected as a Pre-Qualified Applicant, the Applicant will enter into the Contract in the final form provided by LAWA;
- that LAWA will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this SOQ;
- that LAWA is not bound to select any Applicant, may waive informalities in or reject any SOQ that it receives, may cancel this RFQ, and may re-advertise for SOQs;
- that all costs and expenses incurred by it in preparing this SOQ and participating in the procurement process will be borne solely by the Applicant and that it irrevocably waived and released any other right that it may have to recover the costs associated with the development of Applicant's SOQ and/or costs otherwise incurred by it in participating in the procurement process; and
- to the protest provisions set out in Section 14.4 of the RFQ and understands that it limits Applicant's rights and remedies to protest or challenge the RFQ or any determination thereunder.

Organizational and Contract Information

Applicant's organizational and contact information is as follows:

Applicant:	CMTS LLC
Contact:	K Hezekiah Harris II, President & Managing Member, 310-390-9558, hharris@cmtslc.com
Address:	5777 W Century Blvd, Suite 1105, Los Angeles, CA 90045-5637
Incorporation, Formation, or Organization:	Wyoming United States, Limited Liability Company, Partnership

FORM 3 SOQ COVER LETTER

Applicant is a:

Small Firm

Medium Firm

Large Firm

Governing Law

This letter including the attached SOQ shall be governed by and construed in all respects according to the laws of the State of California.

Certification

Under penalty of perjury, I hereby: (a) certify on behalf of the Applicant that the representations, certifications, statements, disclosures, authorizations and commitments made, and information contained, in the SOQ in respect of the Applicant have been authorized by such entity, and is or are correct, complete and not materially misleading; and (b) swear and affirm that I am authorized to act on behalf of Applicant in signing and delivering this letter and acknowledge that LAWA is relying on my representation to this effect.

Applicant: CMTS LLC

By:



Name: K. Hezekiah Harris II

Title: President & Managing Member

Date: October 3, 2023

NOTICE TO SIGNATORIES

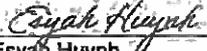
A material false statement, omission or fraudulent inducement made in connection with this letter is sufficient cause for disapproval of the firm's participation in the procurement. In addition, such false submission may subject the person or entity making the false statement to criminal charges. (Title 18 USC 1001, false statements; California Penal Code Section 132, offering altered or antedated or forged documents or records; and Section 134, preparing false documentary evidence).

ADDENDUM NO. 001
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
at Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023.

07/19/2023
Date


Esiyah Huynh
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 001 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, posted July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed by: 

Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 002
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 1, 2023

Date

Amy Imamura

Amy Imamura

The Development Group

Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 002 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 003
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

August 8, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 003 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By


Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 004
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES

AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 12, 2023

Date

Amy Imamura

Amy Imamura
The Développement Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 004 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SQOs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 005
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 15, 2023

Date

Amy Imamura

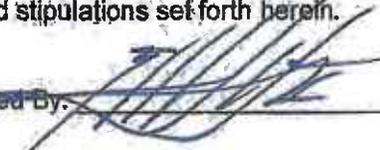
Amy Imamura

The Development Group

Los Angeles World Airports

CERTIFICATE BY RESPONDENT

I acknowledge receipt of this Addendum Number 005 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.

ADDENDUM NO. 006
REQUEST FOR QUALIFICATIONS
FOR MULTIPLE AWARD TASK ORDER CONTRACTS (MATOC)
FOR PROGRAM SERVICES
AT Los Angeles International Airport, Van Nuys Airport
and LAWA's land holdings in Palmdale, California
POSTED ON WWW.RAMPLA.ORG, July 11, 2023

TO ALL PROSPECTIVE RESPONDENTS

This addendum revises the Request for Qualifications (RFQ) for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023.

September 28, 2023

Date

Amy Imamura

Amy Imamura
The Development Group
Los Angeles World Airports

CERTIFICATE BY RESPONDENT

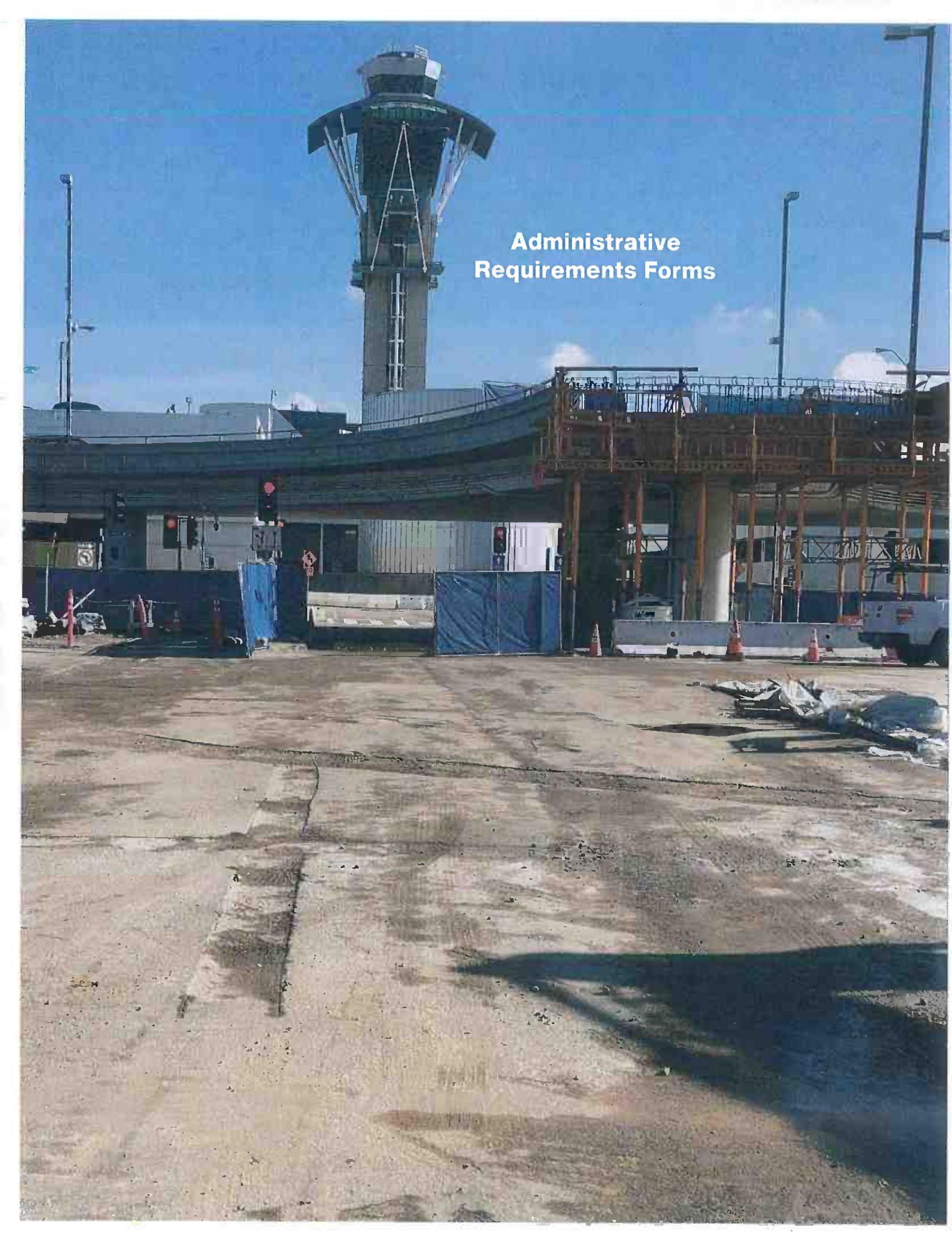
I acknowledge receipt of this Addendum Number 006 for Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for Program Services at Los Angeles International Airport, dated July 11, 2023, and that the Statement of Qualifications (SOQs) is in accordance with the information, instructions and stipulations set forth herein.

Signed By: 

Company: CMTS LLC

Phone: 310-390-9558

IMPORTANT: This signed addendum acknowledgment (page no. 1 only) must accompany your submittal.



**Administrative
Requirements Forms**

VENDOR IDENTIFICATION FORM

ALL FIELDS MUST BE COMPLETED. INCOMPLETE FORMS MAY BE REJECTED AND RESUBMITTED.

GENERAL INFORMATION

Legal Name **CMTS LLC**

Doing Business As (DBA) **N/A**

IRS Taxpayer ID No. (EIN or SSN) **27-3989901**

If applicable: CA SOS Entity/Registration No. **201104010276**

Submit IRS W9 form (required)

CA DTFA Seller Permit No. **N/A**

For foreign vendors, click Foreign Entity for related instructions

Entity type

- Individual/Sole Proprietor Governmental Entity
 Corporation Other
 Partnership Limited Liability Company

City of Los Angeles Office of Finance (OOF) BTRC/VRN No.

0002552840-001-1

BTRC/VRN application pending (attach proof of submission)

For further information click Office of Finance

BUSINESS ADDRESS

Street **5777 W. Century Boulevard, Suite 1105**

Contact **K. Hezekiah Harris, II**

City **Los Angeles**

Phone **310-390-9558**

Fax **972-421-1581**

State/Region **CA**

Zip Code **90045**

Email **hharris@cmtsllc.com**

Country **USA**

Remittance address: **N/A**
(if different from above)

CALIFORNIA FRANCHISE TAX BOARD (FTB)

An FTB form is required from all vendors with a payment address outside of California. Submit form 587 or 590 or proof of submission of form 588 or 589:

F-587

F-590

F-588

F-589

Click FTB Publication 1917 for further information.

BUSINESS CERTIFICATION

(Check all that apply - If required, attach copies of all applicable certifications)

- | | |
|---|---|
| <p><input type="checkbox"/> Airport Concessions Disadvantaged Business Enterprise (ACDBE)</p> <p><input checked="" type="checkbox"/> Disadvantaged Business Enterprise (DBE)</p> <p><input type="checkbox"/> Disabled Veteran Business Enterprise (DVBE) (LAWA)</p> <p><input type="checkbox"/> Local Business Enterprise (LBE)</p> <p><input checked="" type="checkbox"/> Minority Business Enterprise (MBE)</p> | <p><input type="checkbox"/> Minority Women Business Enterprise (MWBE)</p> <p><input checked="" type="checkbox"/> Small Business Enterprise* (Proprietary)</p> <p><input type="checkbox"/> Local Small Business (LSB) (formerly SLB)</p> <p><input type="checkbox"/> Women Business Enterprise (WBE)</p> <p><small>*Per SBA or DGS criteria verification</small></p> |
|---|---|

Legend:

BTRC - Business Tax Registration Certificate
DTFA - California Department of Tax & Fee Administration

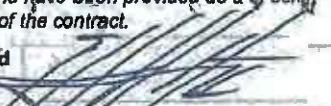
EIN - Employer Identification Number
SSN - Social Security Number

SOS - California Secretary of State
VRN - Vendor Registration Number

CERTIFICATION

The undersigned declares and certifies that all statements on this form are true and correct. I agree to notify Strategic Sourcing Division immediately of any changes to the information contained herein. I have read and agreed with the administrative requirements set for this project and have been provided as a check in the bid/proposal package. If selected, I/We will comply with these requirements for the duration of the contract.

Authorized Signature



Date **3 October 2023**

Print Name **K. Hezekiah Harris, II**

Title **President and Managing Member**

For LAWA use only:

Requesting Division:

Contact Person:

Phone No:

For instructions and additional information, please click LAWA, call 424-646-5380, or email Los Angeles World Airports Procurement Services Division at procurementrequirements@lawa.org

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
CMTS LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor, or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, ~~P=Partnership~~) **P**

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3).
Exempt payee code (if any) _____
Exemption from FATCA reporting code (if any) _____
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
8500 N. Stemmons Freeway, Suite 6077

Requester's name and address (optional)

6 City, state, and ZIP code
Dallas, TX 75247

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. This TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-				-			
--	--	--	---	--	--	--	---	--	--	--

OR

Employer identification number

2	7	-	3	9	8	9	9	0	1
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature
U.S. person

Date **2-11-23**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.



Metro

Los Angeles County
Metropolitan Transportation Authority

One Gateway Plaza
Los Angeles, CA 90002-2952

213.922.3000 Tel
metro.net

May 31, 2023

Metro File #7794

Mr. K. Hezekiah Harris
CMTS, LLC
8500 N Stemmons Fwy, Ste. 6077
Dallas, TX 75247-3003

Subject: Small Business Enterprise Certification

Dear Mr. K. Hezekiah Harris:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

AFFIDAVIT TO ACCOMPANY PROPOSALS OR BIDS

STATE OF Texas)
) ss.:
COUNTY OF Dallas)

K. Hezekiah Harris, II being first duly sworn, deposes and says:

(Type or print name)
that he ~~is~~ is the President and Managing Member of
(Type or print title)
CMTS LLC, who submits herewith
(Type or print name of company/firm)

to the Board of Airport Commissioners the attached bid/proposal; that he ~~is~~ is the person whose name is signed to the attached bid/proposal; that said bid/proposal is genuine; that the same is not sham or collusive; that all statements of fact therein are true; and that such bid/proposal was not made in the interest or behalf of any person, partnership, company, association, organization, or corporation not herein named or disclosed.

Affiant further deposes and says: that the bidder/proposer has not directly or indirectly by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other bidder/proposer, or anyone else interested in the proposed contract; and that the bidder/proposer has not in any manner sought by collusion to secure for himself/herself/itself/themselves, an advantage over any other bidder/proposer.

Affiant further deposes and says that prior to the public opening and reading of bids/proposals, said bidder/proposer:

- (a) did not, directly or indirectly, induce or solicit anyone else to submit a false or sham bid/proposal;
- (b) did not, directly or indirectly, collude, conspire, connive or agree with any one else that said bidder/proposer or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw their bid/proposal;
- (c) did not, in any manner, directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the bid price of said bidder/proposer or of anyone else, or to raise or fix any overhead, profit or cost element of their price or of that of anyone else;
- (d) did not, directly or indirectly, submit their bid/proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereto, to any corporation, partnership, company, association organization, bid depository, or to any member or agent, thereof, or to any individual or group of individuals, except to the awarding authority or to any person or person who have a partnership or other financial interest with said bidder/proposer in their business.

Signed:



Name: K. Hezekiah Harris, II

Title: President and Managing Member

Subscribed and sworn to (or affirmed) before me on this 2nd day of October, 2023, by

K. Hezekiah Harris, II, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Shantia Harris
Notary Public



Prohibited Contributors (Bidders)

This form must be completed in its entirety and submitted with your bid or proposal to the City department that is awarding the contract. Failure to submit a completed form may affect your bid or proposal. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing Amendment: Date of Signed Original: 06/06/2016 Date of Last Amendment: 07/19/2022

Reference Number (Bid, Contract, or RAMP): 2087 97 Date Bid Submitted: October 18, 2023

Contract Description (Title of the RFP or City contract solicitation and description of the services to be provided): Multiple Award Task Order Contracts (MATOC) for Program Services

Awarding Authority (Department awarding the contract): City of Los Angeles, Los Angeles World Airports (LAWA)

Bidder Name: CMTS LLC

Bidder Address: 5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045

Bidder Email Address: hharris@cmtsllc.com Bidder Phone Number: 310-390-9558

Schedule Summary

Please complete all three of the following:

- SCHEDULE A – Bidder's Principals (check one)**

The bidder has one or more PRINCIPALS , as defined in LAMC § 49.7.35(A)(6). At least one principal is required for entities. (If you check "Yes", Schedule A is required.)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
--	--	--------------------------------
- SCHEDULE B – Subcontractors and Their Principals (check one)**

The bidder has one or more SUBCONTRACTORS on this bid or proposal with subcontracts worth \$100,000 or more. (If you check "Yes", Schedule B is required.)	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
---	---------------------------------	---
- TOTAL NUMBER OF PAGES SUBMITTED** (including this cover page): 2

Certification

I certify the following under penalty of perjury under the laws of the City of Los Angeles and the state of California:
 A) I understand, will comply with, and have notified my principals and subcontractors of the requirements and restrictions in Los Angeles City Charter § 470(c)(12) and any related ordinances; B) I understand that I must amend this form within ten business days if any information changes; C) I am the bidder named above or I am authorized to represent the bidder named above, and my name appears below; and D) The information provided in this form is true and complete to the best of my knowledge and belief.

K. Hezekiah Harris, II
 Name
President and Managing Member
 Title


 Signature
18 October 2023
 Date

Prohibited Contributors (Bidders)

Schedule A - Bidder's Principals

Please identify the names and titles of all the bidder's principals (attach additional sheets if necessary). Principals include a bidder's board chair, president, chief executive officer, chief operating officer, and individuals who serve in the functional equivalent of one or more of those positions. Principals also include individuals who hold an ownership interest in the bidder of at least 20 percent and employees of the bidder who are authorized by the bid or proposal to represent the bidder before the City.

Name: K. Hezekiah Harris, II Title: President and Managing Member
Address: 5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045

Name: Yvonne McClain Title: Chief Operating Officer
Address: 9283 San Jose Boulevard, Suite 102, Jacksonville, FL 32257

Name: _____ Title: _____
Address: _____

Check this box if additional Schedule A pages are attached.

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
QUESTIONNAIRE**

On December 4, 2001, the Board of Airport Commissioners adopted Resolution No. 21601, establishing LAWA's Contractor Responsibility Program (CRP). The intent of the program is to ensure that all LAWA contractors have the necessary quality, fitness and capacity to perform the work set forth in the contract. To assist LAWA in making this determination, each bidder/proposer is required to complete and submit with the bid/proposal the attached CRP Questionnaire. If a non-competitive process is used to procure the contract, the proposed contractor is required to complete and submit the CRP Questionnaire to LAWA prior to execution of the contract. Submitted CRP questionnaires will become public records and information contained therein will be available for public review for at least fourteen (14) calendar days, except to the extent that such information is exempt from disclosure pursuant to applicable law.

The signatory of this questionnaire guarantees the truth and accuracy of all statements and answers to the questions herein. Failure to complete and submit this questionnaire may make the bid/proposal non-responsive and result in non-award of the proposed contract. During the review period if the bidder/proposer or contractor (collectively referred to hereafter as "bidder/proposer") is found non-responsible, he/she is entitled to an Administrative Hearing if a written request is submitted to LAWA within ten (10) working days from the date LAWA issued the non-responsibility notice. Final determination of non-responsibility will result in disqualification of the bid/proposal or forfeiture of the proposed contract.

All Questionnaire responses must be typewritten or printed in ink. Where an explanation is required or where additional space is needed to explain an answer, use the CRP Questionnaire Attachment A. Submit the completed and signed Questionnaire and all attachments to LAWA. Retain a copy of this completed questionnaire for future reference. Contractors shall submit updated information to LAWA within thirty (30) days if changes have occurred that would make any of the responses inaccurate in any way.

A. PROJECT TITLE: Multiple Award Task Order Contracts (MATOC) for Program Services

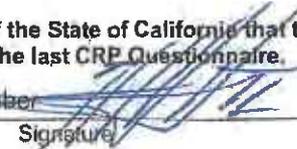
B. BIDDER/CONTRACTOR INFORMATION:

<u>CMTS LLC</u>	<u>N/A</u>
Legal Name	DBA
<u>5777 W. Century Boulevard, Suite 1105 Los Angeles</u>	<u>CA 90045</u>
Street Address	City State Zip
<u>K. Hezekiah Harris, II, President/Managing Member</u>	<u>310-390-9558 972-421-1581</u>
Contact Person, Title	Phone Fax

C. TYPE OF SUBMISSION: The CRP Questionnaire being submitted is:

- An initial submission of a CRP Questionnaire. Please complete all questions and sign Attachment A.
- An update of a prior CRP Questionnaire dated 06 / 06 / 2016. Please complete all questions and sign Attachment A.
- A copy of the initial CRP Questionnaire dated ____ / ____ / ____ / ____ . Please sign below and return this page.

I certify under penalty of perjury under the laws of the State of California that there has been no change to any of the responses since the firm submitted the last CRP Questionnaire.

<u>K. Hezekiah Harris, II, President/Managing Member</u>		<u>18 October 2023</u>
Print Name, Title	Signature	Date

A. OWNERSHIP AND NAME CHANGES

1a. In the past five (5) years, has the name of the bidder/proposer (also referred to herein as "your firm") changed?

Yes No

If **Yes**, list on Attachment A all prior legal and D.B.A. names used by the bidder/proposer, the addresses of each of the identified entities, and the dates when each identified entity used those names. Additionally, please explain in detail the specific reason(s) for each name change.

1b. In the past five (5) years, has the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) engaged in the same or similar type of business as the current firm?

Yes No

If **Yes**, list on Attachment A the names of those firms.

B. FINANCIAL RESOURCES AND RESPONSIBILITY

2. In the past five (5) years, has your firm ever been the debtor in a bankruptcy proceeding?

Yes No

If **Yes**, explain on Attachment A the specific circumstances and dates surrounding each instance.

3. Is your company now in the process of, or in negotiations toward, or in preparations for being sold?

Yes No

If **Yes**, explain on Attachment A the specific circumstances, including to whom being sold and principal contact information.

4. In the past five (5) years, has your firm's financial position significantly changed?

Yes No

If **Yes**, explain the specific circumstances on Attachment A.

5. In the past five (5) years, has your firm ever been denied bonding?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance and include the name of the bonding company.

6. In the past five (5) years, has any bonding company made any payments to satisfy any claims made against a bond issued on your firm's behalf or a firm where you were the principal?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

PERFORMANCE HISTORY

7. In the past five (5) years, has your firm or the owner of your firm (if your firm is a sole proprietorship) or any partner of your firm (if your firm is a partnership), or any officer of your firm (if your firm is a corporation) defaulted under a contract with a governmental entity or with a private individual or entity?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance.

8. In the past five (5) years, has a governmental or private entity or individual terminated your firm's contract prior to completion of the contract?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, and principal contact information.

9. In the past five (5) years, has your firm ever failed to meet any scheduled deliverables or milestones?

Yes No

If **Yes**, explain on Attachment A the circumstances surrounding each instance, and principal contact information.

10. In the past ten (10) years, has the bidder/proposer had any contracts with any private or governmental entity to perform work which is similar, in any way, to the work to be performed on the contract for which you are bidding or proposing?

Yes No

If **Yes**, list on a separate attachment, for each contract listed in response to this question: (a) contract number and dates; (b) awarding authority; (c) contact name and phone number; (d) description and success of performance; and (e) total dollar amount. Include audit information if available.

COMPLIANCE

11. In the past five (5) years, has your firm or any of its owners, partners, or officers, been penalized for or been found to have violated any federal, state, or local laws in the performance of a contract, including but not limited to laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

12. In the past five (5) years, has your firm ever been debarred or determined to be a non-responsible bidder contractor?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the current status.

BUSINESS INTEGRITY

13. In the past five (5) years, has your firm been convicted of, or found liable in a civil suit for making a false claim(s) or material misrepresentation(s) to any private or governmental entity?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and the outcome and current status.

14. In the past five (5) years, has your firm or any of its executives, management personnel, and owners been convicted of a crime, including misdemeanors, or been found liable in a civil suit involving the bidding, awarding, or performance of a government contract; or the crime of theft, fraud, embezzlement, perjury, or bribery?

Yes No

If **Yes**, explain on Attachment A the specific circumstances surrounding each instance, including the entity involved, the specific infraction(s), the dates of such instances, and current status.

ATTACHMENT "A"
FOR ANSWERS TO QUESTIONS IN SECTIONS A THROUGH E

Use the space below to provide required additional information or explanation(s). Information submitted on this sheet must be typewritten. Indicate the question for which you are submitting the additional information. Information submitted on this Attachment will be available for public review, except to the extent that such information is exempt from disclosure pursuant to applicable law. Insert additional Attachment A pages as necessary.

- (a) Contract number and dates: DA5131; 2016 - ongoing
(b) Awarding authority: City of Los Angeles, Los Angeles World Airports (LAWA)
(c) Contact name and phone number: Quinnette McLeod, 424-644-5599
(d) Description and success of performance: Through its various congestion-relieving elements, the Landside Access Modernization Program (LAMP) is expected to enhance the traveler experience and give customers time-certain access to terminals. To accomplish all this, there are five main components that will provide a more predictable and reliable commute to and from the airport, saving time and improving the overall user experience: Automated People Mover (APM), Intermodal Transportation Facility (ITF), Consolidated Rental Car Facility (ConRAC), Roadway Improvements, and Airport Metro Connector Station. CMTS is the Prime consultant responsible for overall contract administration. CMTS holds 15-20% of Prime responsibilities (we are one of three primes). Our focus is underground utilities and infrastructure. This project is ongoing and to date all services have been completed to client satisfaction.
(e) Total dollar amount - \$11.8M.
Include audit information if available; N/A

CERTIFICATION UNDER PENALTY OF PERJURY

I certify under penalty of perjury under the laws of the State of California that I have read and understand the questions contained in this CRP Questionnaire. I further certify that I am responsible for the completeness and accuracy of the answers to each question, and that all information provided in response to this Questionnaire is true to the best of my knowledge and belief.

K. Hezekiah Harris, II, President/Managing Member

Print Name, Title



Signature

18 October 2023

Date

ATTACHMENT "A"
FOR ANSWERS TO QUESTIONS IN SECTIONS A THROUGH E
Continued

If **Yes**, list on a separate attachment, for each contract listed in response to this question: (a) contract number and dates; (b) awarding authority; (c) contact name and phone number; (d) description and success of performance; and (e) total dollar amount. Include audit information if available.

- (a) Contract number and dates: 4900013530; January 2022 – ongoing (December 2024)
- (b) Awarding authority: Allegheny County Airport Authority (Pittsburgh International Airport – sub to Turner Construction)
- (c) Contact name and phone number: Joseph Graziosi, 517-318-2650
- (d) Description and success of performance: The Pittsburgh Airport Multi-Modal Complex, new parking garage and transportation infrastructure will include a new roadway system that will support the new terminal building, as well as a multi-level parking garage and a dedicated ground transportation center to enhance the customer experience. CMTS provides construction oversight and inspections, construction management, designs, permitting, scheduling, estimating and project management. This includes heavy civil construction such as roads and bridges, waterlines, pumps stations, rehabilitation elements within a water system, tanks, SCATA and rehabilitation elements in wastewater systems, pressure sewers, environmental storm water and minor electrical and prefab structural projects. This project is ongoing and to date all services have been completed to client satisfaction.
- (e) Total dollar amount. \$500,033
Include audit information if available: N/A

- (a) Contract number and dates: Two Contracts: #1- Sub to LS Gallegos 201839866; 2018 to ongoing, 2 – Sub to Jacobs Engineering Group 148030782; 2020 to ongoing (2028)
- (b) Awarding authority: City and County of Denver (Denver International Airport)
- (c) Contact name and phone number: Stu Williams, 720-840-5292
- (d) Description and success of performance: CMTS is part of the team supporting Denver International Airport in delivering the Great Hall project. The Project consists of three phases. The first two phases (Great Hall Project Phase 1 and Phase 2) will be completed within the original \$770M budget. The first two phases of the project strictly focus on building a new ticketing/check-in space for airlines as well as one new security checkpoint in the northwest corner of Level 6. The Completion Phase, the third and final phase of the project will complete the full build-out of the Jeppesen Terminal, bringing it up-to-speed for future growth and critical infrastructure needs. This project is ongoing and to date all services have been completed to client satisfaction.
- (e) Total dollar amount. #1 \$3,577,433 to date and #2 \$1,267,914
Include audit information if available: N/A

- (a) Contract number and dates: 1216CMT001; July 2013 to 2015
- (b) Awarding authority: Charleston International Airport Authority (Charleston)

International Airport) (Sub to AHJV Austin Hitt)

- (c) Contact name and phone number: Simeon Terry, 214-356-2045
- (d) Description and success of performance: The \$189M Charleston Airport Terminal Redevelopment and Improvement Program (TRIP) was a massive renovation that included a new rental car pavilion, a central energy plant, expansions to concourses and concessions, five new gates, modernization of the baggage handling systems, consolidation of security screening checkpoint, and upgrades to the airline check-in stations. CMTS provided QA/QC and BIM project management services on multiple projects.
This project has been completed to client satisfaction.
- (e) Total dollar amount. \$683,965
Include audit information if available: N/A

- (a) Contract number and dates: R6W61702-I19-0011; January 2019 to 2022
- (b) Awarding authority: Hillsborough County Aviation Authority (Tampa International Airport) (Sub to Jacobs Project Management Company)
- (c) Contact name and phone number: Peter Gyenis, 813-676-4339
- (d) Description and success of performance: This \$730M project was the construction of a 2.6M SF, Consolidated Rental Car Center (ConRAC), and 1.4 miles of Automated People Mover (APM) infrastructure connecting the Main Terminal with the ConRAC. The APM infrastructure included the guideway, three stations, and a maintenance and storage facility.
CMTS supported the quality control program, working directly with the Owner and the Architect of Record to ensure compliance, develop nonconforming (NCR) punch lists, and assist with the final resolution. CMTS monitored subcontractors for supplier workmanship and compliance with contract documents and design specifications. The firm supervised the installation of material and equipment. CMTS managed quality observation reporting, field QC program, and quality records. The team developed, implemented, and ensured compliance with the Quality Control Program, while working in tandem with the superintendents and other field personnel. CMTS Performed Quality Assurance/Control Construction Coordinator Services on this project. Our services included the QA/QC inspections of enabling packages, site work, foundations, Super Structure, structural steel and welding, asphalt and concrete paving roads, piers, slab-on-grade, elevated PT decks, underground utilities, electrical, low voltage, mechanical and plumbing.
This project has been completed to client satisfaction.
- (e) Total dollar amount. \$1,584,681
Include audit information if available: N/A

- (a) Contract number and dates: 1075; March 2017 to ongoing (October 2023)
- (b) Awarding authority: City of Portland (Portland International Airport)
- (c) Contact name and phone number: Brad Harrison, 503-415-6502
- (d) Description and success of performance: A series of transformative projects will bring more Pacific Northwest-inspired architecture, local restaurants and shops, inclusive design and carbon footprint-reducing technology. These changes are designed to make the airport more comfortable, efficient and easier to navigate than ever before. Concourse E opened this summer and TI work continues with seven new shops and restaurants. Parking Addition and ConRAC (PACR) - \$250M project

consisting of building a new parking garage, exit plaza and new office building for rental car returns, TSA, Port Police and badging. Marine buildings T4 and T6 CCTV and Access Control Systems Upgrades- \$1.3M project to upgrade hardware systems installed in 2008/2009. Upgrades will include cameras, wireless access points, access controls and intercom systems. Among the largest projects in the Airport's history is the new main terminal (TCOR). The new iconic terminal doubles the size of the current ticketing and lobby area set to open in 2025. "Behind this \$2B investment is a mission to make our (Portland International Airport) award-winning airport more welcoming to everyone we serve."

This project is ongoing and to date all services have been completed to client satisfaction.

- (e) Total dollar amount. \$1.5M to date
Include audit information if available: N/A

- (a) Contract number and dates: 8018174-0131030; January 2019 to ongoing (2024)
- (b) Awarding authority: Nashville International Airport (Sub Hensel Phelps)
- (c) Contact name and phone number: JoAnna Yates, 615-338-9104
- (d) Description and success of performance: The Nashville International Airport contracted Hensel Phelps for the \$327M design-build contract for the airport's terminal lobby and International Arrivals Facility project. This contract represents a third of the of the value of the airport's \$1.2B BNA Vision capital expansion project and brings Hensel Phelps' total contracts there to \$567M. CMTS provides document control services, project accounting services, scheduling control engineering and design engineering.
This project is ongoing and to date all services have been completed to client satisfaction.
- (e) Total dollar amount. \$1.2M to date
Include audit information if available: N/A

Multiple contracts – Dallas/Fort Worth International Airport

*Since March of 2008, CMTS began providing project management services for various ongoing projects at the Dallas/Fort Worth International Airport (DFW). There were over 65 task orders issued to CMTS and the team of sub-consultants in support of the Airport Development and Engineering (ADE) Department, which is currently called the Design Code & Construction Department. The services provided included project management, construction management and inspection, scheduling, estimating and contract administration for airport projects. These projects are ongoing and to date all services have been completed to client satisfaction.

- (a) Contract number and dates: 8500387 – 2019 to May 2026 –
- (b) Awarding Authority: Dallas/Fort Worth International Airport Board (Sub to Lea+Elliott)
- (c) Contact name and phone number: Scott Kutchins, PE, Associate Principal, 214-208-9286
- (d) Description and success of performance: *See above
- (e) Total dollar amount. \$125K
Include audit information if available: N/A

- (a) Contract number and dates: 8500382 – 2018 to August 2024
 - (b) Awarding Authority: Dallas/Fort Worth International Airport Board, (Sub to Foster CM Group)
 - (c) Contact name and phone number: Demetric Larry, 972-973-1829
 - (d) Description and success of performance: *See above
 - (e) Total dollar amount: \$550K
Include audit information if available: N/A
-
- (a) Contract number and dates: 8500386 – 2019 to March 2026
 - (b) Awarding Authority: Dallas/Fort Worth International Airport Board (Sub to HNTB)
 - (c) Contact name and phone number: Stephen Knobbe, PE, 972-668-3063
 - (d) Description and success of performance: *See above
 - (e) Total dollar amount: \$1.4M
Include audit information if available: N/A
-
- (a) Contract number and dates: 8500393 – 2020 - March 2026
 - (b) Awarding Authority: Dallas/Fort Worth International Airport Board (Sub to Freese & Nichols)
 - (c) Contact name and phone number: Fabian Cornelious, 972-973 1796
 - (d) Description and success of performance: *See above
 - (e) Total dollar amount. \$1.05M
 - (f) Include audit information if available: N/A
-
- (a) Contract number and dates: 12 20573; May 2012 to ongoing
 - (b) Awarding authority: Philadelphia International Airport, (JV – Global Program Partners)
 - (c) Contact name and phone number: Keith J. Brune, AAE, IAP, 215-937-6937
 - (d) Description and success of performance: Philadelphia International Airport (PHL) selected Global Program Partners a joint venture of three companies CH2M Hill., CMTS LLC and Delon Hampton & Associates to manage the planning and construction of the multi-billion-dollar expansion of the Philadelphia International Airport.
Work has been performed on time and within budget for the various task orders assigned to the Joint Venture by the Owner's Representative and/or Aviation. This project is ongoing.
 - (e) Total dollar amount. \$85,750,000
Include audit information if available: N/A
-
- (a) Contract number and dates: 8500262; February 2008 to June 2013
 - (b) Awarding authority: Dallas/Fort Worth International Airport Board
 - (c) Contact name and phone number: Demetric Larry, 972-973-1829
 - (d) Description and success of performance: To supply professional personnel on an as needed basis to work with DFW staff in implementing projects at DFW Airport.
This project was successfully completed.
 - (e) Total dollar amount. \$23,637,373M CMTS \$9,698,388
Include audit information if available: N/A
-
- (a) Contract number and dates: 201208264; February 2013 – December 2017

- (b) Awarding authority: City and County of Denver (Sub to Parsons Corporation)
 - (c) Contact name and phone number: Stu Williams, 720-840-5292
 - (d) Description and success of performance: CMTS provided professional services that included construction oversight, construction contract claims support, QA testing and surveying, public and airport tenant coordination, technical assistance, construction engineering and inspection, design coordination/liaison, commissioning management, activation plan and coordination, program commissioning plan and standards, training and post occupancy services. The delivery methods for these projects included CM at Risk (Hotel) and Public Private Partnership (Pe) (Train). All services have been completed to client satisfaction.
 - (e) Total dollar amount. \$3,075,297
Include audit information if available: N/A
-
- (a) Contract number and dates: 201109, March 2013 to – November 2017
 - (b) Awarding authority: Greater Orlando Airport Authority (GOAA)
 - (c) Contact name and phone number: Scott Shedek, 407-825-2465
 - (d) Description and success of performance: South Terminal Complex project - Program management services, design management services, construction management services, construction Owner's Authorized Representative services, testing, surveying and laboratory analyses, design/build management services, project control, contracts and administration, construction coordination and operations management.
The project has been completed to client satisfaction.
 - (e) Total dollar amount. \$2.7M
Include audit information if available: N/A

**LOS ANGELES WORLD AIRPORTS
CONTRACTOR RESPONSIBILITY PROGRAM
PLEDGE OF COMPLIANCE**

The Los Angeles World Airports (LAWA) Contractor Responsibility Program (Board Resolution #21601) provides that, unless specifically exempted, LAWA contractors working under contracts for services, for purchases, for construction, LAWA licensees with licenses, agreements or permits issued under the Certified Service Provider Program, and LAWA tenants with leases, that require the Board of Airport Commissioners' approval shall comply with all applicable provisions of the LAWA Contractor Responsibility Program. Bidders and proposers are required to complete and submit this Pledge of Compliance with the bid or proposal or with an amendment of a contract subject to the CRP. In addition, within 10 days of execution of any subcontract, the contractor shall submit to LAWA this Pledge of Compliance from each subcontractor who has been listed as performing work on the contract.

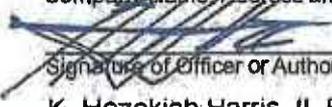
The contractor agrees to comply with the Contractor Responsibility Program and the following provisions:

- (a) To comply with all applicable Federal, state, and local laws in the performance of the contract, including but not limited to, laws regarding health and safety, labor and employment, wage and hours, and licensing laws which affect employees.
- (b) To notify LAWA within thirty (30) calendar days after receiving notification that any government agency has initiated an investigation that may result in a finding that the contractor is not in compliance with paragraph (a).
- (c) To notify LAWA within thirty (30) calendar days of all findings by a government agency or court of competent jurisdiction that the contractor has violated paragraph (a).
- (d) To provide LAWA within thirty (30) calendar days updated responses to the CRP Questionnaire if any change occurs which would change any response contained within the completed CRP Questionnaire. Note: This provision does not apply to amendments of contracts not subject to the CRP and to subcontractors not required to submit a CRP Questionnaire.
- (e) To ensure that subcontractors working on the LAWA contract shall complete and sign a Pledge of Compliance attesting under penalty of perjury to compliance with paragraphs (a) through (c) herein. To submit to LAWA the completed Pledges.
- (f) To notify LAWA within thirty (30) days of becoming aware of an investigation, violation or finding of any applicable federal, state, or local law involving the subcontractors in the performance of a LAWA contract.
- (g) To cooperate fully with LAWA during an investigation and to respond to request(s) for information within ten (10) working days from the date of the Notice to Respond.

Failure to sign and submit this form to LAWA with the bid/proposal may make the bid/proposal non-responsive.

CMTS, LLC, 5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045 310-390-9558

Company Name, Address and Phone Number


Signature of Officer or Authorized Representative

October 3, 2023

Date

K. Hezekiah Harris, II, President and Managing Member

Print Name and Title of Officer or Authorized Representative

Multiple Award Task Order Contracts (MATOC) for Program Services

Project Title

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201 (q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; or
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is not identified on the DGS list of ineligible businesses or persons and that the bidder is not engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing ONE of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is not on the current DGS list of persons engaged in investment activities in Iran and is not a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DGS list of persons engaged in investment activities in Iran.

Vendor Name/Financial Institution (printed) CMTS LLC		BTRC (or n/a) 0002552840-0001-1
By (Authorized Signature) 		
Print Name and Title of Person Signing K. Hezekiah Harris, II, President and Managing Member		
Date Executed	City Approval (Signature)	(Print Name)

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

Vendor Name/Financial Institution (printed)		BTRC (or n/a)
By (Authorized Signature)		
Print Name and Title of Person Signing		
Date Executed	City Approval (Signature)	(Print Name)

LAWA EBO COMPLIANCE

FOR LAWA CONTRACTORS ONLY

City of Los Angeles
Department of Public Works
Bureau of Contract Administration
Office of Contract Compliance
1149 S. Broadway, Suite 300, Los Angeles, CA 90015
Phone: (213) 847-2625 E-mail: bca.eeoe@lacity.org

EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

SECTION 1. CONTACT INFORMATION

Company Name: CMTS LLC

Company Address: 5777 W. Century Boulevard, Suite 1105

City: Los Angeles State: CA Zip: 90045

Contact Person: K. Hezekiah Harris, II Phone: 310-390-9558 E-mail: hharris@cmtslc.com

Approximate Number of Employees in the United States: 129

Approximate Number of Employees in the City of Los Angeles: 15

SECTION 2. EBO REQUIREMENTS

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The contractor’s operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The contractor’s operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor’s presence at or on the property is connected to a Contract with the City; and
- C. The Contractor’s employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

“During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners.”

LAWA EBO COMPLIANCE

SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- I have no employees.
I provide no benefits.
I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
I provide equal benefits as required by the City of Los Angeles EBO.
I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund.
Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date)
Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

CMTS LLC will comply with the Equal Benefits Ordinance requirements as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 30th day of October, in the year 2023, at Los Angeles, CA
K. Hezekiah Harris, II
President and Managing Member
5777 W. Century Boulevard, Suite 1105
Los Angeles, CA 90045
27-3989901

Bidder Certification

This form must be submitted with your bid or proposal to the City department that is awarding the contract noted below. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

Original Filing Amendment: Date of Signed Original 06/06/2016 Date of Last Amendment 07/19/2022

Reference Number (Bid, Contract, or RAMP) 208797	Awarding Authority (Department awarding the contract) City of Los Angeles Los Angeles World Airports (LAWA)
Bidder Name CMTS LLC	
Address 5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045	
Email Address hharris@cmtslc.com	Phone Number 310-390-9558

Certification

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:

A. I am applying for one of the following types of contracts with the City of Los Angeles:

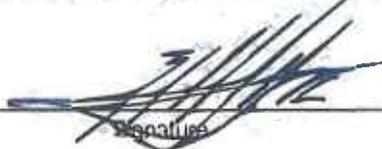
1. A goods or services contract with a value of more than \$25,000 and a term of at least three months;
2. A construction contract with any value and duration;
3. A financial assistance contract, as defined in Los Angeles Administrative Code § 10.40.1(h), with a value of at least \$100,000 and a term of any duration; or
4. A public lease or license, as defined in Los Angeles Administrative Code § 10.40.1(i), with any value and duration.

B. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

K. Hezekiah Harris, II

Name



President and Managing Member

Title

3 October 2023

Date

AFFIDAVIT

REQUIRED OF ALL PROPOSERS/BIDDERS

(This Affidavit will become part of the contract for the selected Proposer/Bidder)

The City of Los Angeles, Los Angeles World Airports (LAWA) is committed to creating an environment that provides all individuals and businesses open access to the business opportunities available at LAWA.

MANDATORY BUSINESS ENTERPRISE PARTICIPATION LEVELS:

This Project has the following mandatory participation levels:	If awarded the contract, the selected Proposer/Bidder commits to achieving the following participation levels on the Project:
SBE <u>30</u> %	SBE <u>50</u> %
LBE <u>14</u> %	LBE <u>14</u> %
LSBE <u>11</u> %	LSBE <u>11</u> %
DVBE <u>2</u> %	DVBE <u>2</u> %

Achievement level(s) will be calculated as the percentage of the total contract amount for which SBEs, LBEs, LSBEs or DVBEs were utilized. The selected Proposer/Bidder's performance on the applicable business enterprise levels will be monitored throughout the duration of the contract, and the business enterprise achievement levels will be calculated at the end of the contract term.

SUBCONTRACTORS:

As applicable, the selected Proposer/Bidder will be required to comply with California's "Subletting and Subcontracting Fair Practices Act" (Public Contract Code Sections 4100 et seq.) (www.leginfo.ca.gov/cgi-bin/calawquery?codesection=pcc&codebody=&hits=20).

Any reduction, increase, or other change to the SBE, LBE, LSBE or DVBE Subcontract amounts without prior written approval of Procurement Services Division (PSD) is considered an Unauthorized Subcontractor Substitution, and the selected Proposer/Bidder may be subject to a penalty. A subcontract dollar value increased or reduced solely as the result of a Change Order issued by LAWA to add or delete from the original scope of work shall not be subject to a penalty for an Unauthorized Subcontractor Substitution.

Proposers/Bidders must list all Subcontractors on LAWA's Subcontractor Participation Plan and include all requested information. Only PSD is authorized to grant either initial approval of Subcontractor(s) or additions, deletions, and substitutions.

PENALTIES:

Violation of the SBE, LBE, LSBE and DVBE Program Rules and Regulations (http://www.lawa.org/welcome_LAWA.aspx?id=146) may result in financial penalties.

At the end of each project, LAWA may withhold as disputed funds 15% of the total dollar value of all subcontract(s) that appear to be in violation of the SBE, LBE, LSBE or DVBE Programs and 15% of the total dollar value of all subcontract(s) where work was performed on the project without, or prior to, approval by LAWA.

REPORTING REQUIREMENTS:

The selected Proposer/Bidder shall submit to LAWA, on a monthly basis, together with its invoice the Subcontractor Utilization Report listing the SBE, LBE, LSBE or DVBE subcontractors utilized during the reporting period. LAWA will not process or pay selected Proposer/Bidder's subsequent invoices if the Subcontractor Utilization Reports are not submitted with the monthly invoice.

The Contractor must submit the Final Subcontracting Report to PSD within fifteen (15) calendar days after a request for the report by PSD. Failure to comply shall result in the assessment of liquidated damages in the amount of \$100.00 per day by LAWA.

CERTIFICATION

The Bidder/Proposer certifies that it/he/she has read and understood the SBE, LBE, LSBE and DVBE Program Rules and Regulations (located at http://www.lawa.org/welcome_LAWA.aspx?id=146) and further certifies that, if awarded the Contract, it/he/she shall fully comply with LAWA's SBE, LBE, LSBE and DVBE Programs.

CMTS LLC, 5777 W. Century Blvd., Suite 1105, Los Angeles, CA 90045 310-390-9558

Company Name, Address and Phone Number

3 October 2023

Signature of Officer or other Authorized Representative

Date

K. Hezekiah Harris, II, President and Managing Member

Print Name and Title of Officer or Other Authorized Representative

Multiple Award Task Order Contracts (MATOC) for Program Services

Project Title

SUBCONTRACTOR PARTICIPATION PLAN

ATTENTION:

You MUST list ALL anticipated subcontractors, regardless of their dollar amount or percent proposed, and regardless of whether they are certified or not.

You MUST fill out ALL applicable fields completely for the Prime and all subcontractors. Failure to provide complete and legible information on this form may result in your firm not receiving full certification credit.

Project Title: Multiple Award Task Order Contracts (MATOC) for Program Services Today's Date: 3 October 2023

BIDDER/PROPOSER COMPANY INFORMATION		Bid/PROPOSAL AMOUNT		DESCRIPTION OF PROJECT SERVICES
NAME: CMTS LLC	ETHNICITY: African American	TBD		Project Management/Construction
ADDRESS: 5777 W. Century Boulevard, Suite 1105	GENDER: Male			Management, Project Controls Services,
CITY/STATE/ZIP: Los Angeles, CA 90045	FEDERAL TAX ID #: 27-3989901			Quality and Safety Services, Quality
CONTACT NAME: K. Hezekiah Harris, II	EMAIL: hharris@cmtslc.com			Assurance, Safety Management, Specialty
TELEPHONE NO: 310-390-9558				Inspection
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				NAICS: 236116, 236210, 236220, 237110, 237310, 237990, 541350, 541330, 562998
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER Supplier Clearinghouse				
SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: Advanced Pavement Consulting	ETHNICITY: Hispanic	TBD	TBD	Project and Construction Management
ADDRESS: 8629 Meadow Road	GENDER: Male			
CITY/STATE/ZIP: Downey, CA 90242	FEDERAL TAX ID #: 922116960			
CONTACT NAME: Gabriel Miranda	EMAIL: gmiranda@advancedpavementconsulting.com			
TELEPHONE NO: 323-528-8428				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				NAICS: 237310
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				
NAME: AIX Consulting Inc.	ETHNICITY: Hispanic	TBD	TBD	Safety Management, Construction,
ADDRESS: 235 E. Broadway, Suite 960	GENDER: Male			Management, Office Administration, Building
CITY/STATE/ZIP: Long Beach, CA 90802	FEDERAL TAX ID #: 87-0968772			Inspection
CONTACT NAME: Robert Delgado	EMAIL: robert@aix.group			
TELEPHONE NO: 626-734-7447				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				NAICS: 541611, 541350, 541690, 56110
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				

SUBCONTRACTOR COMPANY INFORMATION		PROFILE INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: Brio Solutions LLC		ETHNICITY: South Asian		TBD	TBD	Management Consulting Services, Other Scientific and Technical Consulting Services, Computer Systems Design and Related Services
ADDRESS: 6345 Yale Street		GENDER: Male				
CITY/STATE/ZIP: Chino, CA 91710		EMAIL: mananc@gobriosolutions.com				
CONTACT NAME: Manan Choksi		FEDERAL TAX ID#: 83-2467888				
TELEPHONE No: 714-900-3749						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA				TBD	TBD	NAICS: 54161, 54169, 54151
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER Harbor						
NAME: Casamar Group Inc.		ETHNICITY: Hispanic				
ADDRESS: 23335 Alamos Lane		GENDER: Male				
CITY/STATE/ZIP: New Hall, CA 90048		EMAIL: jgarcia@casamargroup.com				
CONTACT NAME: Joe Garcia		FEDERAL TAX ID#: 26-0501701				
TELEPHONE No: 661-254-2373						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA				TBD	TBD	Community Outreach, Labor Compliance, Document Control, DBE Compliance, Project Manager, Project Engineer, Data Management, PLA Administration
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER						
NAME: Citiri, Inc.		ETHNICITY: African American				
ADDRESS: 3423 Piedmont Road NE, Suite 345		GENDER: Male				
CITY/STATE/ZIP: Atlanta, GA 30305		EMAIL: ortez@citiri.com				
CONTACT NAME: Ortez Gude		FEDERAL TAX ID#: 30-0999400				
TELEPHONE No: 404-225-3657						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA				TBD	TBD	Software and service to support the operational readiness, activation and transition of LAWA's airport projects
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER						
NAME: Creelman, Inc.		ETHNICITY: Caucasian				
ADDRESS: 9040 Rangle Avenue		GENDER: Female				
CITY/STATE/ZIP: West Hollywood, CA 90048		EMAIL: Lynn.creelman@creelmaninc.com				
CONTACT NAME: Lynn Creelman		FEDERAL TAX ID#: 77-0564609				
TELEPHONE No: 805-423-2877						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE						
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA				TBD	TBD	Project Management, Scheduling, Contract Administration, Document Control IT Technology
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER Harbor						
NAME: Brio Solutions LLC		ETHNICITY: South Asian				
ADDRESS: 6345 Yale Street		GENDER: Male				
CITY/STATE/ZIP: Chino, CA 91710		EMAIL: mananc@gobriosolutions.com				
CONTACT NAME: Manan Choksi		FEDERAL TAX ID#: 83-2467888				
TELEPHONE No: 714-900-3749						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA				TBD	TBD	NAICS: 54161, 54169, 54151
<input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER Harbor						

SUBCONTRACTOR PARTICIPATION PLAN - Part 2

ATTENTION:

You MUST list ALL anticipated subcontractors, regardless of their dollar amount or percent proposed, and regardless of whether they are certified or not.

You MUST fill out ALL applicable fields completely for the Prime and all subcontractors. Failure to provide complete and legible information on this form may result in your firm not receiving full certification credit.

Project Title: Multiple Award Task Order Contracts (MATOC) for Program Services

Today's Date: 3 October 2023

BIDDER/PROPOSER COMPANY INFORMATION		BID/PROPOSAL AMOUNT		DESCRIPTION OF PROJECT SERVICES	
NAME: CMTS LLC - Part 2		ETHNICITY:			
ADDRESS:		GENDER:			
CITY/STATE/ZIP:		FEDERAL TAX ID #:			
CONTACT NAME:		EMAIL:			
TELEPHONE NO:					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS:	
SUBCONTRACTOR COMPANY INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES	
NAME: Jacobsen/Daniels Associates, LLC		TBD	TBD	Airport facility planning, implementation, operation performing planning, implementation and operational services	
ADDRESS: 21 Pearl Street					
CITY/STATE/ZIP: Ypsilanti, MI 48197					
CONTACT NAME: Kurt Schwager					
TELEPHONE NO: 314-713-1319					
CERTIFICATION TYPE: <input checked="" type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541611, 541614, 541618, 541690, 812930, 541370	
NAME: Krebs Corporation		TBD	TBD	Cost estimating related services	
ADDRESS: 1840 Sun Peak Drive, Suite B-102					
CITY/STATE/ZIP: Park City, UT 84098					
CONTACT NAME: Rick Krebs					
TELEPHONE NO: 810-635-7101					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541611	

SUBCONTRACTOR COMPANY INFORMATION		PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: OrgMetrics LLC		ETHNICITY: Caucasian	TBD	TBD	Structured Collaborative Partnering services, including partnering program development, project partnering facilitation, partnering steering committee coordination and leadership and dispute resolution
ADDRESS: 291 McLeod Street		GENDER: Male			
CITY/STATE/ZIP: Livermore, CA 94550		EMAIL: robreaugh@orgmet.co			
CONTACT NAME: Rob Reaugh		FEDERAL TAX ID #: 61-1993292			
TELEPHONE No: 925-449-8300					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER					NAICS: 541611, 541618, 561110
NAME:		ETHNICITY:	TBD	TBD	
ADDRESS:		GENDER:			
CITY/STATE/ZIP:		EMAIL:			
CONTACT NAME:		FEDERAL TAX ID #:			
TELEPHONE No:					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF L.A. <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input checked="" type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER Supplier Clearinghouse					NAICS:
NAME: Rohadfox Transportation, Inc.		ETHNICITY: African American	TBD	TBD	Program management and construction management to include project controls, scheduling, estimating, construction inspection, safety service for aviation transit, transportation, and facilities.
ADDRESS: 3017 Bolling Way, NE Unit 140		GENDER: Male			
CITY/STATE/ZIP: Atlanta, GA 30305		EMAIL: rod@constructioncontrol.biz			
CONTACT NAME: Roderick Rohadfox		FEDERAL TAX ID #: 87-3379043			
TELEPHONE No: 404-604-6257					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER					NAICS: 541611, 541618
NAME:		ETHNICITY:	TBD	TBD	
ADDRESS:		GENDER:			
CITY/STATE/ZIP:		EMAIL:			
CONTACT NAME:		FEDERAL TAX ID #:			
TELEPHONE No:					
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE					
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER					NAICS:

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: JRC Engineers, Inc.	ETHNICITY: N/A	TBD	TBD	Provide the required staff to provide professional support services needed to augment LAWA's staff in the implementation and completion of individual projects and services to manage and administer the overall CIP NAICS: 541330, 541330, 541340, 541380, 541490, 541611, 541620, 541690, 541990, 562910, 541370, 541350
ADDRESS: 707 Wilshire Boulevard, Suite 3250	GENDER: N/A			
CITY/STATE/ZIP: Los Angeles, CA 90017	EMAIL: marketing@twininginc.com			
CONTACT NAME: Tina Milan	FEDERAL TAX ID #: 33-0648915			
TELEPHONE No: 213-213-9400				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF L.A. <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				

I certify under the penalty of perjury that the information contained on this form is true and correct and that the firms listed are the subcontractors anticipated to be utilized if this project is awarded to the above prime contractor. I agree to comply with any applicable provisions for additions and substitutions, and I further understand and agree that any and all changes or substitutions must be authorized by the LAWA Procurement Services Division prior to their implementation. An amended Subcontractor Participation Plan is required for any substitution or change to Subcontractors listed on the originally submitted Plan.

Participation Level(s) Proposed by Bidder/Proposer:	<input type="checkbox"/> N/A%	<input type="checkbox"/> ACDBE
	<input type="checkbox"/> N/A%	<input type="checkbox"/> DBE
	<input checked="" type="checkbox"/> 2%	<input checked="" type="checkbox"/> DVBE
	<input checked="" type="checkbox"/> 14%	<input checked="" type="checkbox"/> LBE
	<input checked="" type="checkbox"/> 11%	<input checked="" type="checkbox"/> LSBE
	<input type="checkbox"/> N/A%	<input type="checkbox"/> MBE/WBE
	<input checked="" type="checkbox"/> 50%	<input checked="" type="checkbox"/> SBE

Goal(s) Stated in the Request for Bid/Proposal:	<input type="checkbox"/> N/A%	<input type="checkbox"/> ACDBE
	<input type="checkbox"/> N/A%	<input type="checkbox"/> DBE
	<input checked="" type="checkbox"/> 2%	<input checked="" type="checkbox"/> DVBE
	<input checked="" type="checkbox"/> 14%	<input checked="" type="checkbox"/> LBE
	<input checked="" type="checkbox"/> 11%	<input checked="" type="checkbox"/> LSBE
	<input type="checkbox"/> N/A%	<input type="checkbox"/> MBE/WBE
	<input checked="" type="checkbox"/> 30%	<input checked="" type="checkbox"/> SBE



SIGNATURE

3 October 2023

DATE

K. Hezekiah Harris, II President/Managing Member 310-390-9558

PRINT NAME

TITLE

PHONE



Metro

June 25, 2021

Metro File #9069

Mr. Robert Delgado
AIX Consulting, Inc.
106 S.Mentor Ave
Suite #201
Pasadena, CA 91106

Subject: Small Business Enterprise Certification

Dear Mr. Robert Delgado:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541350: BUILDING INSPECTION SERVICES
NAICS 541690: SAFETY CONSULTING SERVICES
NAICS 561110: OFFICE MANAGEMENT SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department



Metro

April 16, 2019

Metro File #8203

Mr. Manan Choksi
Brio Solutions LLC
6345 Yale Street
Chino, CA 91710

Subject: Small Business Enterprise Certification

Dear Mr. Manan Choksi:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541512: COMPUTER SYSTEMS DESIGN SERVICES
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department

Certification

+ Add Certification

City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date
LBE: LOCAL BUSINESS ENTERPRISE (HARBOR)	Verified	▼

Certification Number

Agency

Added Date

3/21/2023

Added By

Manan Choksi

Home > My Business Profile

- Company Details
- User Management
- Compliance Documents
- Certification**
- NAICS Codes and Licenses
- Bookmarks
- BIP Management
- Related Opportunities
- RAMP Support

For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca-certifications@lacity.org

Certification

+ Add Certification

City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date
MBE: MINORITY OWNED BUSINESS ENTERPRISE	Verified	▼
DBE: DISADVANTAGED BUSINESS ENTERPRISE	Verified	▼
SBE: SMALL BUSINESS ENTERPRISE (PROPRIETARY)	Verified	3/21/2025 ▼

Printed on: 10/19/2022 11:33:47 AM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2030143

Legal Business Name:

Brio Solutions LLC

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

6345 Yale st

Chino

CA 91710

Email Address:

mananc@gobriosolutions.com

Business Web Page:

Business Phone Number:

714/900-3749

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	10/18/2022	10/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Printed on: 7/15/2022 1:52:18 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 62138
 Legal Business Name:
 CASAMAR GROUP LLC
 Doing Business As (DBA) Name 1:
 Doing Business As (DBA) Name 2:
 Address:
 23335 Alamos Lane
 NEWHALL
 CA 91321

Email Address:
jgarcia@casamargroup.com
 Business Web Page:
www.casamargroup.com
 Business Phone Number:
 661/254-2373
 Business Fax Number:
 661/253-0549
 Business Types:
 Service

Certification Type	Status	From	To
DVBE	Approved	04/26/2022	04/30/2024
SB(Micro)	Approved	04/26/2022	04/30/2024
SB-PW	Approved	04/26/2022	04/30/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!
 -LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?
 Email: OSDSHELP@DGS.CA.GOV
 Call OSDS Main Number: 916-375-4940
 707 3rd Street, 1-400, West Sacramento, CA 95605

 Reply  Reply All  Forward

Mon 8/22/2022 3:15 PM



Esther Park <esther.park@lacity.org>

Re: FW: Additional Requested Documents - LBPP Certification Request for RAMP ID: 49262 - Casamar Group, LLC

To p vaccaro

Cc j garcia; j fowler

 Follow up. Start by Monday, August 22, 2022. Due by Monday, August 22, 2022.

APPROVAL

Hello Mr. Garcia and Pamela,

Our office has now completed our review of the LBPP certification request under RAMP ID: 49262 for Casamar Group, LLC. Based on the information submitted at this time, your firm has been approved* for the following certifications:

- Local Business Enterprise (LBE) – 5 year certification (Expiration Date: 8/22/2027)
- Local, Small Business (LSB) – 30-month certification (Expiration Date: 2/22/2025)

Your certifications are effective as of **8/22/2022** and will appear in your RAMP profile.

Your firm will automatically be included in our SLB Directory <https://bca.lacity.org/CertificationListings/SLBDirectory.php> with the approved SLB address starting tomorrow after the system refreshes. You will also receive recognition as SLB, EBE, SBE, SBE-Proprietary and VSBE on your certification page.



LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Board of Supervisors

July 18, 2022

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First District

Holly J. Mitchell
Second District

Sheila Kuehl
Third District

Janice Hahn
Fourth District

Kathryn Barger
Fifth District

Director
Rafael Carbajal

Chief of Staff
Joel Ayala

Joe Garcia, President
CASAMAR GROUP, LLC
23335 ALAMOS LN
NEWHALL, CA 91321-3561

Vendor #: 156418
Certification
Record #: 092687

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear Joe Garcia,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **April 30, 2024**.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: camisvr.co.la.ca.us/webven

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at OSB@dcba.lacounty.gov or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at DCBA.lacounty.gov, email us at OSB@dcba.lacounty.gov, or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal
Director

Christian Olmos
Program Chief, Office of Small Business
RC:CO



dcba.lacounty.gov
info@dcba.lacounty.gov

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



Metro

June 16, 2022

Metro File #5369

Mr. Joseph Garcia
Casamar Group, LLC
23335 ALAMOS LANE
NEWHALL, CA 91321

Subject: Small Business Enterprise Certification

Dear Mr. Joseph Garcia:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541330: ENGINEERING SERVICES

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

NAICS 541613: MARKETING CONSULTING SERVICES

NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES

NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES

NAICS 541690: OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES

NAICS 541910: MARKETING RESEARCH AND PUBLIC OPINION POLLING

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

Subject: LA Metro: Small Business Enterprise Certification
Date: Wednesday, November 30, 2022 at 12:33:01 PM Pacific Standard Time
From: Los Angeles County Metropolitan Transportation Authority
To: Lynn Creelman

Ms. Lynn Creelman
CREELMAN INC
9040 Rangely Ave
West Hollywood, CA 90048

Subject: Small Business Enterprise Certification

Dear Ms. Lynn Creelman:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program.

Please log into our system at <https://metro.gob2g.com/?GO=677&TID=16296133> to read and print your official certification approval letter for your records.

Congratulations, and thank you for your interest in the SBE program.

Sincerely,



Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

Los Angeles County Metropolitan Transportation Authority (Metro)
Diversity & Economic Opportunity Department
<https://metro.gob2g.com>



Home > My Business Profile

Company Details

User Management

Compliance Documents

Certification

+ Add Certification

Certification

City of Los Angeles

Harbor

Expired Certifications

NAICS Codes and Licenses

Bookmarks

BIP Management

Related Opportunities

RAMP Support

For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca.certifications@lacity.org

Name	Status	Expiration Date
EBE: EMERGING BUSINESS ENTERPRISE	Verified	3/31/2023
SBE: SMALL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	
LBE: LOCAL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	3/26/2026
WBE: WOMEN-OWNED BUSINESS ENTERPRISE	Verified	
DBE: DISADVANTAGED BUSINESS ENTERPRISE	Verified	

CITY OF LOS ANGELES

- City of Los Angeles
- Mayor's Office of Karen Bass
- Open Data
- Bond Assistance Program
- Building Permits

BUSINESS SERVICES

- Business Source Centers
- Business Tax Resources
- Minority Business Development Agency
- Office of Small Business
- City of Los Angeles Green Business Program

A SERVICE BROUGHT TO YOU BY



Subject: Local Business Enterprise Certification Request for BAVN ID: 4918 – Creelman, Inc.

Date: Friday, March 26, 2021 at 4:36:14 PM Pacific Daylight Time

From: Edna Du <edna.du@lacity.org>

To: Lynn Creelman <Lynn.Creelman@CREELMANINC.COM>

Hello,

Our office has now completed our review of the LBE certification request under BAVN ID: 4918 for Creelman, Inc..

Based on the information submitted at this time, your LBE certification has been approved* effective 03/26/2021 in LABAVN.

*To remain certified and be given the preference, firms must continue to meet the City's Local Business Preference Ordinance #181910 certification criteria and complete an Affidavit of Eligibility every five (5) years. We continue to reserve the right to re-evaluate your certification eligibility anytime it is deemed necessary. Upon receipt of information believed by the Awarding Authority to be reliable and which indicates that the Local Business no longer qualifies as a Local Business for more than 60 days during the entire time of the Contract, the Awarding Authority shall withhold or recover funds from the Contractor in an amount that represents the value of 8% of the executed contract.

(Local Business Preference Program - "Supplier and/or Regular Dealer" Definition

The Local Business Preference Program is applicable to all competitive bids involving expenditures in excess of \$150,000.

This note is to inform all bidders that the City of Los Angeles, Department of Public Works, Bureau of Contract Administration as the Designated Administrative Agency (DAA) for the Local Business Preference program has issued the following definition update in relation to the application of preference credits to material and/or equipment suppliers:

"Preferences will be awarded for equipment, goods or materials contracts only if the Local Business or the Local Subcontractor:

(a) Designs, manufactures, or assembles the equipment, goods, or materials where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles; or (b) Acts as a Supplier and/or Regular Dealer where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles. A Supplier and/or Regular Dealer means a business that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. Additionally, the firm shall be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not Suppliers and/or Regular Dealers. A person may be a Supplier and/or a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as previously described if the person both owns and operates distribution equipment for the products. Any supplementing of a Supplier's and/or Regular Dealers' own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis.")

--

Edna Du
Equal Employment Opportunity Enforcement
Office of Contract Compliance
Bureau of Contract Administration
City of Los Angeles

*Due to COVID-19, email is the best method of communication.
Phone: 213.847.2323 | Fax: 213-847-2777



BOARD OF SUPERVISORS

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COUNTY OF LOS ANGELES
DEPARTMENT OF CONSUMER
AND BUSINESS AFFAIRS

"To Enrich Lives Through Effective and Caring Service"



Joseph M. Nicchitta
Director

Joel Ayala
Chief Deputy

Rafael Carbajal
Chief Deputy

February 05, 2021

LYNN CREELMAN
CREELMAN INC.
9040 RANGELY AVENUE
WEST HOLLYWOOD, CA 90048

Vendor #: 172586
Certification Record #:090036

CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear LYNN CREELMAN,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your Los Angeles County Metropolitan Transportation Authority (METRO) small business certification. Your certification expires on August 24, 2025.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide your Vendor Number in your bid/proposal along with a copy of this approval letter for each response to receive the preference.

Additionally, the Board of Supervisors established a "Countywide Small Business Payment Liaison and Prompt Pay Program". As a certified LSBE, your company is now eligible for a 15-day prompt payment. Please call the Small Business Services office at 855-230-6430 or send an email to osb@dcbalacounty.gov to request your free Prompt Payment Stamp and instructions.

The County of Los Angeles Department of Consumer and Business Affairs reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for the program. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

Again, congratulations on your certification. If you have any questions about our LSBE Program, please call us at 323-881-3964, visit our website at <http://dcbalacounty.gov> or email us at osb@dcbalacounty.gov.

Sincerely,

Joseph M. Nicchitta
Director

Christian Olmos
Program Chief, Office of Small Business
JMN:CO

Subject: Small Business Certification was Approved
Date: Wednesday, February 15, 2023 at 3:33:02 PM Pacific Standard Time
From: donotreply@fiscal.ca.gov
To: Lynn Creelman
Attachments: FI\$Cal



Governor Gavin Newsom

FEBRUARY 15, 2023

Certification ID 2023564
Creelman, Inc.
9040 Ranglely Avenue
West Hollywood, CA 90048

Subject: SB Certification Approval

Dear Business Person:

Congratulations on your State of California Small Business (SB) certification. Your business is now entitled to compete in the State's goal to spend 25 percent of its annual contracting dollars with small businesses. Each certified SB receives a five percent bid preference on applicable solicitations.

Proof of Certification

To view and print your certification profile, go to <https://caleprocure.ca.gov>. Enter your business name or your Certification ID. Click the search button below 'Certification ID'. Then, click 'View Profile' and print. The screen print is your proof of certification.

Bid Notifications

To receive bid notifications, your firm must have a registration in the Financial Information System of California (FI\$Cal). Go to <https://caleprocure.ca.gov> to get registered.

Annual Submission Requirement

Submit copies of the entire federal tax return to the Office of Small Business and DVBE Services (OSDS). If you have been granted a tax filing extension with the Internal Revenue Service, submit a copy of the extension form and annual financial statements; then, submit a copy of the tax return once filed. If you have employees, include the California Employment Development Department's "Quarterly Contribution Return and Report of Wages (Continuation)" (Form DE9C). If you have out-of-state employees, submit the employee documentation comparable to Form DE9C. These annual submissions also apply to all affiliated businesses.

Maintaining Certification Profile

Visit <https://caleprocure.ca.gov> to update your certification profile online. You can complete a Certification Information Change form located at <http://www.documents.dgs.ca.gov/pd/smallbus/certchange.pdf> and send via mail, fax (916.375-4950) or by email to OSDSHelp@dgs.ca.gov

Recertification

Complete an online application at <https://caleprocure.ca.gov> up to 90 days prior to the expiration date whether or not you receive a recertification notice.

Business Structure Change

If your business has changed its structure (for example; sole proprietorship to corporation), the business must submit a new application and disclose the new Federal Employer Identification Number for the new

entity.

Withdraw Certification

If your business no longer meets certification eligibility requirements, complete a Certification Information Change form located at <http://www.documents.dgs.ca.gov/pd/smallbus/certchange.pdf> to withdraw your certification. Certification eligibility requirements are located at <http://www.dgs.ca.gov/pd/Programs/OSDS/DVBEEligibilityBenefits.aspx>

Conflict of Interest for Current and Former State Employees

Prior to contract award, agencies will assure the vendor is in compliance with Public Contract Code, Section 10410 et seq. addressing conflict of interest for State employees or former employees.

If you have any questions, please contact our office at 916.375.4940, by email at OSDSHelp@dgs.ca.gov, or by fax 916.375.4950.

Sincerely,

Office of Small Business and DVBE Services

Subject: LA Metro: Small Business Enterprise Certification
Date: Wednesday, November 30, 2022 at 12:33:01 PM Pacific Standard Time
From: Los Angeles County Metropolitan Transportation Authority
To: Lynn Creelman

Ms. Lynn Creelman
CREELMAN INC
9040 Rangely Ave
West Hollywood, CA 90048

Subject: Small Business Enterprise Certification

Dear Ms. Lynn Creelman:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program.

Please log into our system at <https://metro.gob2g.com/?GO=677&TID=16296133> to read and print your official certification approval letter for your records.

Congratulations, and thank you for your interest in the SBE program.

Sincerely,



Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

Los Angeles County Metropolitan Transportation Authority (Metro)
Diversity & Economic Opportunity Department
<https://metro.gob2g.com>



Business Outreach

Investing In Southern California Businesses

Certified Small Business Enterprise

Vendor Account Number: 163325

Robin S. Thorne

CTI Environmental, Inc.

711 E. Wardlow Rd Suite 203

Long Beach, CA 90807

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition with the Coalition of Southern California Public Agencies. Per our evaluation of the information, you provided in your application, and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved. The following organizations recognize this certification:

*The Metropolitan Water District of Southern California
Port of Long Beach
San Diego County Water Authority
Los Angeles Unified School District
Los Angeles Community College District*

Metropolitan is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized:

541620 - Environmental Consulting Services
562112 - Hazardous Waste Collection
562211 - Hazardous Waste Treatment and Disposal
562910 - Remediation Services

SBE Certificate Effective Date: 05/24/21

SBE Certificate Expiration Date: 05/24/24

Work Performed by your company that falls within the NAICS code(s) listed above will be counted as SBE participation for work performed on contracts procured by the above agencies.

The agencies reserve the right to withdraw this certification if it is determined that certification was knowingly obtained by false, misleading, or incorrect information and reserve the right to audit all statements. If any company attempts to falsify or misrepresent information to obtain certification, the company may be disqualified from participating in any contracts for up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, Vendors must update their existing SBE Vendor Application on or before the expiration date mentioned above. All information is subject to verification.

Any changes in your status may impact your certification, and you must update your account information online. A copy of your data can be viewed by logging into your Vendor Profile and visiting the Small Business Certification tab.

Sincerely,

John J. Arena

Business Outreach Program Manager

The Metropolitan Water District of Southern California

700 N. Alameda Street, Los Angeles, California 90012 Mailing Address: Box 54153, Los Angeles, CA 90054-0153
Telephone (213) 217-7444 FAX: 213.217.6002



CITY OF LONG BEACH

Department of Financial Management Business Services Bureau

333 West Ocean Blvd., 7th Floor, Long Beach, CA 90802 (562) 570-6200 Fax (562) 570-5099 sbe@longbeach.gov

Certified Small Business Enterprise

Vendor Account Number: 185095

Robin S. Thorne

CTI Environmental, Inc.

711 E. Wardlow Rd. Suite 203

Long Beach, CA 90807

Thank you for submitting your Vendor Application seeking Small Business Enterprise recognition. Per our evaluation of the information you provided in your application and the North American Industry Classification System codes you identified, your status as a Small Business Enterprise (SBE) has been approved. This certification is recognized by the following organizations:

City of Long Beach

City of Long Beach is pleased to issue this SBE Certificate subject to the terms and conditions identified below:

NAICS code(s) for which SBE status is recognized: 541330,541620,541690,562910 SBE Certificate Effective Date: 03/24/21 SBE Certificate Expiration Date: 03/24/24

Work Performed By your firm that falls within the above-mentioned NAICS code(s) will be counted as SBE participation for work performed on contracts procured by the above agencies.

The agencies reserve the right to withdraw this certification if at any time it is determined that certification was knowingly obtained by false, misleading or incorrect information and reserve the right to audit all statements. If any firm attempts to falsify or misrepresent information to obtain certification, the firm may be disqualified from participation in any contracts for a period of up to five years.

SBE Certification is valid for a period of three (3) years. To maintain SBE status, firms must update their existing SBE Vendor Application on or before the expiration date mentioned above. All information is subject to verification.

If there are any changes in your status that may impact your certification, you are required to update your account information online. A copy of your information can be viewed by logging into City of Long Beach Vendor Portal, click on Vendor Profile, and visiting the Small Business Certification tab.

Sincerely,
Acting Purchasing & Business Services Manager

333 W. Ocean Blvd., 7th Floor, Long Beach, CA 90802; (562) 570-6200 Fax (562) 570-5099

LIST OF CERTIFIED FIRMS (DISCLAIMER)
Small Business Enterprise (SBE) Certified

Run date: 4/12/2023

Offerors are hereby given notice and advised that the list of certified firms contained herein is made available as a resource for offeror's CONVENIENCE ONLY. Metro explicitly expresses that the listing shall not be deemed to be an endorsement of these firms nor shall there be any implied warranty regarding the suitability of these firms to perform work on Metro projects. The certification process does not qualify a firm's capability to perform. The certification status of a firm may change or be withdrawn at any time. To verify current certification status, at least 72 hours prior to bid/proposal due date or for additional information regarding SBE eligibility requirements, please contact the Certification Hotline (213) 922-2600, facsimile (213) 922-7660. Metro does not assume any liability for the accuracy, completeness, or inadvertent omission of certified firms. www.Metro.net

FIRM	CONTACT	ADDRESS	City, State ZIP	PHONE	EMAIL
Jacobsen/Daniels Associates, LLC. 541370 - Geographic information system (GIS) base mapping services 541611 - Administrative Management and General Management Consulting Services Type of Work: Planning, project management, implementation	Darryl Daniels	121 Pearl Street	Ypsilanti, MI 48197	(734) 961-3200	fran.daggett@jacobsendaniels.com

Grand Total of Firms: 1



Metro

October 27, 2021

Metro File #9101

MR. RICK KREBS
Krebs Corporation
P.O. Box 980910
Park City, UT 84098

Subject: Small Business Enterprise Certification

Dear MR. RICK KREBS:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Ramon Ortiz
Manager, Certification
Diversity & Economic Opportunity Department

Printed on: 8/1/2023 12:56:10 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 2024807

Legal Business Name:

OrgMetrics LLC

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

291 McLeod Street

CA

Livermore

CA 94550

Email Address:

robreaugh@orgmet.com

Business Web Page:

www.orgmet.com

Business Phone Number:

925/449-8300

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	08/01/2023	07/31/2025

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



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For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca.certifications@lacity.org

Certification

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City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date
SBE: SMALL BUSINESS ENTERPRISE (PROPRIETARY)	Verified	8/31/2023
EBE: EMERGING BUSINESS ENTERPRISE	Verified	8/31/2023
SBE: SMALL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	8/31/2023

CITY OF LOS ANGELES

City of Los Angeles
 Mayor's Office of Karen Bass
 Open Data

BUSINESS'S SERVICES

Business Service Centers
 Business Tax Resources
 Minority Business Development Agency

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For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca.certifications@lacity.org (<mailto:bca.certifications@lacity.org>)

Certification

+ Add Certification

City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date	
SBE: SMALL BUSINESS ENTERPRISE (PROPRIETARY)	Verified	7/31/2024	▼
SBF: SMALL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	7/31/2024	▼
MBE: MINORITY OWNED BUSINESS ENTERPRISE	Verified		▼

Printed on: 7/14/2022 12:14:31 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 39187

Legal Business Name:
PACIFICA SERVICES, INC.

Doing Business As (DBA) Name 1:
PACIFICA SERVICES, INC.

Doing Business As (DBA) Name 2:

Address:
106 S. MENTOR AVE, SUITE 200
PASADENA
CA 91106

Email Address:
kmedrano@pacificaservices.com

Business Web Page:
www.pacificaservices.com

Business Phone Number:
(626) 405-0131

Business Fax Number:
626/405-0059

Business Types:
Construction , Service

Certification Type	Status	From	To
SB	Approved	07/13/2022	07/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!
-LOG IN at CaleProcure.CA.GOV

Questions?

Email: OSDSHELP@DGS.CA.GOV

Call OSDS Main Number: 916-375-4940
707 3rd Street, 1-400, West Sacramento, CA 95605



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Vendor Information

BUSINESS NAME	Rohadfox Transportation Inc
SYSTEM VENDOR NUMBER	21164745
PRIMARY OWNER'S NAME	Mr. Roderick Rohadfox
ETHNIC GROUP	Black American
GENDER	Male

Certification Information

CERTIFYING AGENCY	Los Angeles County Metropolitan Transportation Authority
CERTIFICATION TYPE	SBE - Small Business Enterprise
EFFECTIVE DATE	10/2/2023
RENEWAL DATE	10/31/2024

Contact Information

MAIN COMPANY EMAIL	rod@constructioncontrol.biz
MAIN PHONE	404-604-6257

Addresses

PHYSICAL ADDRESS	3017 Bolling Way NE Unit 140 Atlanta, GA 30305 [map]
MAILING ADDRESS	3017 Bolling Way NE Unit 140 Atlanta, GA 30305 [map]

Logged on as:
Roderick Rohadfox
Rohadfox
Transportation Inc



Metro

November 30, 2020

Metro File #8853

Mr. Daniel Choi
Runo Inc
1636 W 8th Street, #200
Los Angeles, CA 90017

Subject: Small Business Enterprise Certification

Dear Mr. Daniel Choi:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

Shirley Wong
Principal Certification Officer
Diversity & Economic Opportunity Department



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City of Los Angeles | Harbor | Expired Certifications

Name	Status	Expiration Date
LSBE: LOCAL SMALL BUSINESS ENTERPRISE	Verification In Progress	

CITY OF LOS ANGELES

- City of Los Angeles
- Mayor's Office of Keren Bass
- Open Data
- Bond Assistance Program

BUSINESS SERVICES

- Business Source Centers
- Business Tax Resources
- Minority Business Development Agency
- Office of Small Business

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Vendor Information

BUSINESS NAME	Runo Inc
SYSTEM VENDOR NUMBER	20507707
PRIMARY OWNER'S NAME	Mr. Daniel Choi
ETHNIC GROUP	Asian-Pacific American
GENDER	Male

Certification Information

CERTIFYING AGENCY	Los Angeles County Metropolitan Transportation Authority
CERTIFICATION TYPE	SBE - Small Business Enterprise
EFFECTIVE DATE	11/30/2020
RENEWAL DATE	11/30/2023

Contact Information

MAIN COMPANY EMAIL	DCHOI@RUNOINC.COM
MAIN PHONE	213-804-3127
MAIN COMPANY WEBSITE	http://www.runoinc.com

Addresses

PHYSICAL ADDRESS	1636 W. 8TH STREET SUITE 200 CA Los Angeles, CA 90017-3127 [map]
MAILING ADDRESS	1636 W 8th Street, #200 Los Angeles, CA 90017 [map]

Logged on as:
Daniel Choi
Runo Inc



LOCAL BUSINESS CERTIFICATION
AFFIDAVIT OF ELIGIBILITY

Firm's Legal Name Twining, Inc. BAVN ID Number 60870
Please check: New Certification Renewal

DBA Name N/A Referring Department LAWA
Organization Type: Corporation Limited Liability Sole Proprietorship Joint Venture Partnership

Work Space Address in LA County 2883 East Spring Street, Suite 300, Long Beach, CA 90806
Check all that apply: Headquarters Commercial Residence

Number of additional locations: In LA County _____ Outside of LA County 5

Telephone Number 562.426.3355 Fax Number 562.426.6424 E-mail Address marketing@twininginc.com

Currently Hold a LA County LSBE Certificate: Yes No ^{*recently lapsed} If Yes, Certification Number: _____

I declare that (Firm's Name) Twining, Inc.

1. Occupies work space within Los Angeles County, and can submit proof of occupancy to the City of Los Angeles by supplying evidence of a lease, deed or other sufficient evidence demonstrating that it is located within Los Angeles County.
2. Is in compliance with all applicable laws relating to licensing and is not delinquent on any City of Los Angeles or Los Angeles County taxes.
3. Can demonstrate compliance to one of the following (Check all that apply):
 - a. at least 50 of its full-time employees perform work within the boundaries of the Los Angeles County at least 60 percent of their total regular hours worked on an annual basis; or
 - b. at least half of its full-time employees work within the boundaries of the Los Angeles County at a minimum of 60 percent of their total regular hours worked on annual basis; or
 - c. is headquartered in Los Angeles County. "Headquartered" means that the business physically conducts and manages all of its operations from a location in the County.

Certified Local Businesses are eligible to receive an 8% preference (for Local Prime contractors), or up to a 5% preference (for Local Subcontractors) on City contracts in excess of \$150,000. Preferences awarded for services shall be applied only if the services are provided directly by the Local Business or Local Subcontractor using employees whose exclusive, primary working location is in Los Angeles County. Preferences awarded for equipment, goods or materials shall be applied only if the Local Business or the Local Subcontractor substantially acts as the supplier or dealer, or substantially designs, manufactures or assembles the equipment, goods or materials at a business location in Los Angeles County. The maximum bid or proposal preference shall not exceed One Million Dollars (\$1,000,000) for any Bid or Proposal.

To remain certified and be given the preference, firms must continue to meet the City's Local Business Preference Ordinance #181910 certification criteria and complete an Affidavit of Eligibility every five (5) years. We continue to reserve the right to re-evaluate your certification eligibility anytime it is deemed necessary.

I declare under penalty of perjury that the foregoing is true and correct.¹

SIGNATURE [Signature] Title Chairman of the Board
Business owners or corporate officers ONLY

Printed Name Edward M. Twining, Jr. Date July 5, 2019

¹ This affidavit is signed by the business owner or a corporate officer. Knowingly and willfully providing false information is a violation of the Rules and Regulations established by the Bureau of Contract Administration per LAAC Sec. 10.47.10. and could subject you to fines, contract termination or debarment from transacting business with the City.

-  Company Details
-  User Management
-  Compliance Documents
-  **Certification**
-  NAICS Codes and Licenses
-  Bookmarks
-  BIP Management
-  Related Opportunities
-  RAMP Support

 For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at bca.certifications@lacity.org

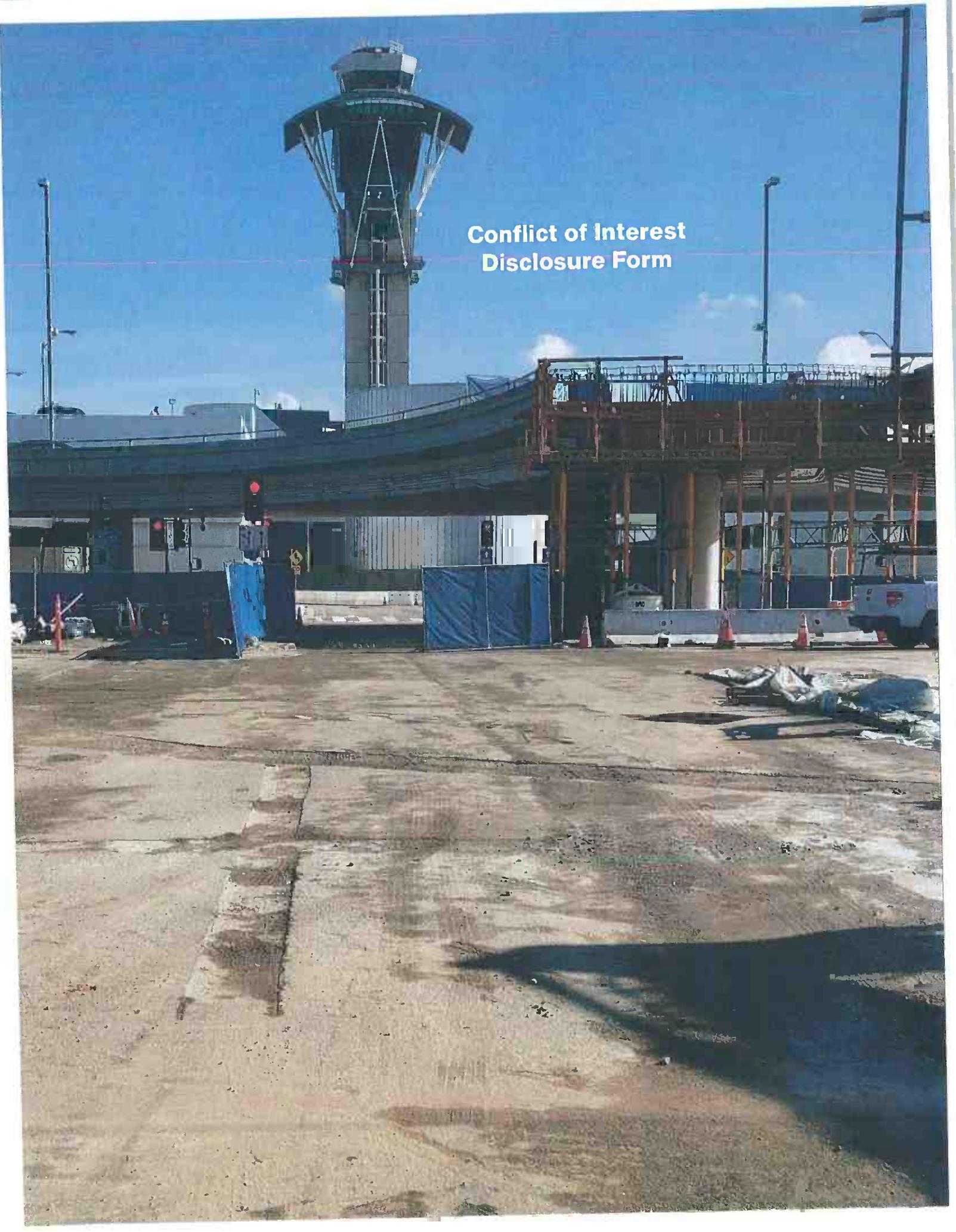
Certification

 **Add Certification**

City of Los Angeles Harbor Expired Certifications

Name	Status	Expiration Date	
LBE: LOCAL BUSINESS ENTERPRISE (LOS ANGELES)	Verified	7/5/2024	▼

**Conflict of Interest
Disclosure Form**





FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	N/A
Representative Name:	K. Hezekiah Harris, II
Representative Contact Details:	5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045, phone: 310-390-9558, fax: 972-421-1581, hharris@cmtsllc.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

CMTS LLC does not have a conflict of interest.
--



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Advanced Pavement Consulting, LLC
Representative Name:	Gabriel Miranda, Principal
Representative Contact Details:	M: 323-528-8428 Email: gmiranda@advancedpavementconsulting.com Address: 8629 Meadow Rd Downey CA 90242

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS, LLC.
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	AIX Consulting, Inc.
Representative Name:	Robert Delgado, President
Representative Contact Details:	Tel. 714-640-7168 Email. robert@aix.group

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

AIX Consulting, Inc. is a "Micro Business" pursuant to Section 5.2.3 we are formally requesting to be on multiple Applicant teams. We have submitted our SBE/DBE certifications and we do meet the financial threshold in which LAWA ascribes a Micro Business.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	BRIO SOLUTIONS LLC
Representative Name:	MANAN CHOKSI
Representative Contact Details:	MANANC@GOBRIOSOLUTIONS.COM

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

This is to certify that Brio Solutions has no conflict of interest in pursuing any contracts with LAWA.

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Casamar Group, LLC
Representative Name:	Joe Garcia, PE, QSP
Representative Contact Details:	Phone: 661-254-2373 Email: jgarcia@casamargroup.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Not Applicable



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Citiri, Inc.
Representative Name:	Ortez Gude
Representative Contact Details:	Phone: 404-225-3657, Email: ortez@citiri.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Creelman Inc.
Representative Name:	Dr. Lynn Creelman
Representative Contact Details:	Mobile: (805)423-2877; lynn.creelman@creelmaninc.com; 9040 Rangely Avenue West Hollywood, CA.90048

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Certification Information		<p>Creelman Inc. qualifies as a Microbusiness that provides specialty GIS services for CALM and traffic management that are not widely available. Creelman Inc is on two teams for the MATOC pursuit, CMTS and Jacobs. Creelman Inc. is currently under contract to both CMTS and Jacobs on the LAWA PM/CM small and large contracts, respectively, which are operationally independent of each other. Thus, Creelman Inc. requests to be on both teams per Section 5.2.3 of the RFQ. Creelman Inc has no other known potential Conflict of Interest per Section 7 of the RFQ.</p>
CERTIFYING AGENCY	California Department of General Services	
CERTIFICATION TYPE	Micro SBE - Micro Small Business Enterprise	
Vendor Information		
BUSINESS NAME	Creelman, Inc.	
SYSTEM VENDOR NUMBER	20002604	
PRIMARY OWNER'S NAME	Ms. Lynn Creelman	



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	CTI Environmental, Inc.
Representative Name:	Robin Thome
Representative Contact Details:	711 East Wardlow Road, Suite 203, Long Beach, CA 90807 562-608-8401

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm Name):	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant):	Jacobsen-Daniels Associates, LLC
Representative Name:	Kurt Schwager Chief Business Development Officer
Representative Contact Details:	Email: Kurt.Schwager@Jacobsendaniels.com Phone: 314-713-1319 Address: 121 Pearl St. Ypsilanti, MI 48197

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

No known conflicts.



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Krebs Corporation
Representative Name:	Richard L. Krebs, President
Representative Contact Details:	(801) 635-7101, rkrebs@krebscorp.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	OrgMetrics LLC
Representative Name:	Rob Reaugh or Sue Dyer
Representative Contact Details:	robreaugh@orgmet.com , suedyer@orgmet.com 925-487-2404 510-504-5877

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Pacifica Services, Inc.
Representative Name:	Jeffrey Camacho, Chief Operating Officer
Representative Contact Details:	(626) 405-0131; jcamacho@pacificaservices.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

N/A



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Rohadfox Transportation, Inc.
Representative Name:	Roderick Rohadfox, President
Representative Contact Details:	3017 Bolling Way NE, STE 140, Atlanta, GA 30305 T: 404-604-6257 E: rod@constructioncontrol.biz

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

Rohadfox Transportation, Inc. has no conflicts of interest to disclose currently or in the foreseeable future.



FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Runo Inc
Representative Name:	Daniel Choi
Representative Contact Details:	(213) 804-3127 dchoi@runoinc.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

August 9, 2023
This form is being provided to inform that Runo Inc or its staff members, do not have nor foresee any Conflict of Interest.



Daniel Choi
CEO Runo Inc

FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	TRC Engineers, Inc.
Representative Name:	Charlene Palmer
Representative Contact Details:	cpalmer@trcsolutions.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

<p>TRC has no conflicts of interest in regards to this proposal/project.</p> <p>TRC has been a prime and subconsultant to LAWA projects in the past.</p>
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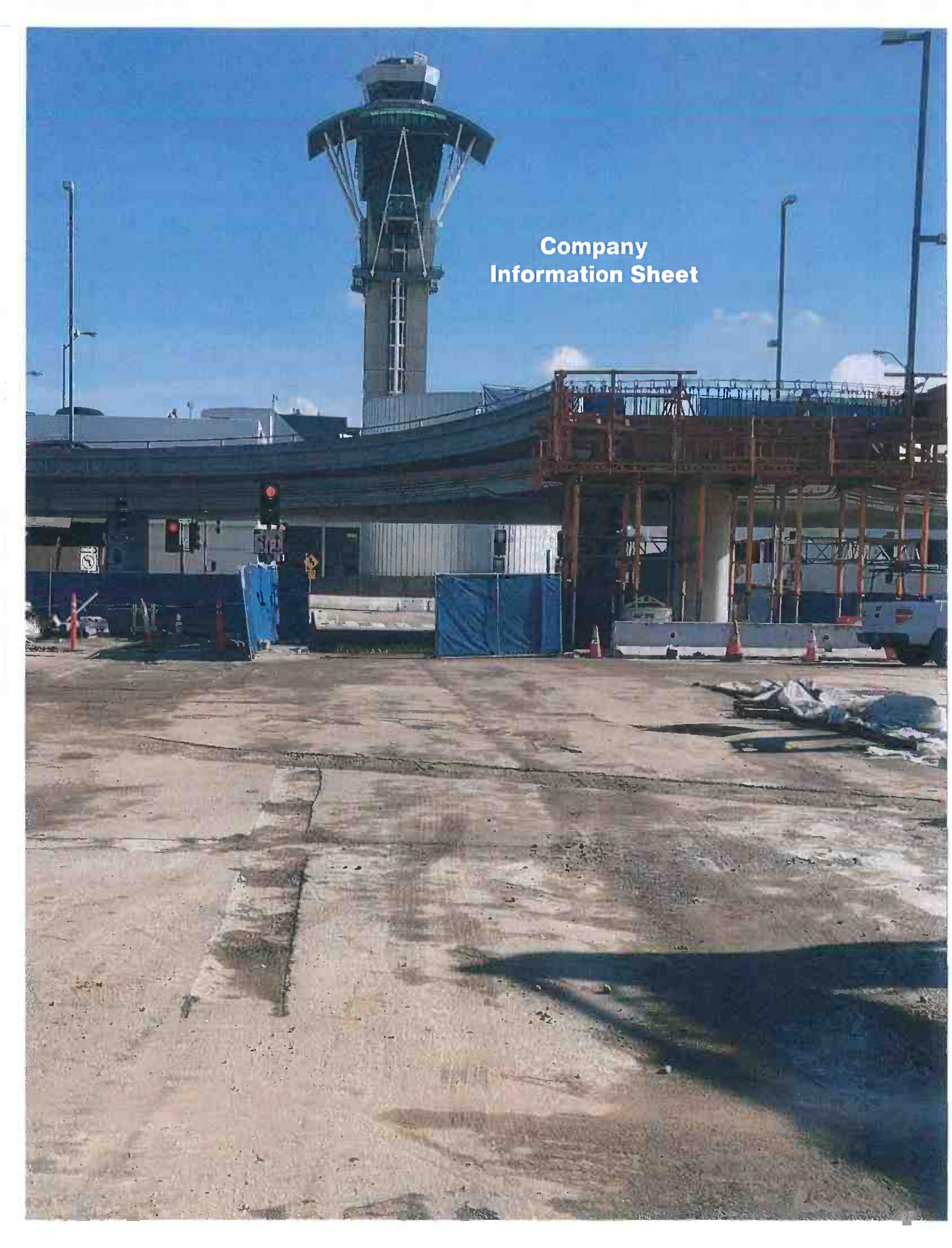
FORM 2: CONFLICT OF INTEREST DISCLOSURE FORM

Applicant (Firm) Name:	CMTS LLC
Member or Sub-Consultant (Firm) Name (if not the prime Applicant)	Twining, Inc.
Representative Name:	Steven D. Schiffer, Chief Revenue Officer
Representative Contact Details:	sschiffer@twininginc.com

Refer to Section 7 of the RFQ for information regarding conflicts of interest generally. In the space provided below, and on supplemental sheets as necessary, identify all relevant facts relating to past, present or planned interest(s) of, or access to information by, the Applicant and its Members, and their respective personnel which may result in, or could be viewed as, a conflict of interest.

If requesting LAWA's approval for participation on multiple Applicant teams pursuant to Section 5.2.3, please provide information supporting the Applicant, Member, or other Sub-Consultant's request.

n/a



**Company
Information Sheet**

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	CMTS LLC		
Role on Applicant Team	<input checked="" type="checkbox"/> Prime		
	<input type="checkbox"/> Subconsultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Program management, construction management, quality management, safety management, construction/specialty inspection, labor compliance, scheduling, estimating, IT support/IT technical specialist, logistics management and construction administration.		
Services Provided	Program management, construction management, quality management, safety management, construction/specialty inspection, labor compliance, scheduling, estimating, IT support/IT technical specialist, logistics management and construction administration.		
Main Office Location	8500 N. Stemmons Freeway, Suite 6077, Dallas, TX 75247	Main Office Size	129
5777 W. Century Boulevard, Suite	5777 W. Century Boulevard, Suite 1105, Los Angeles, CA 90045	Closest Office Size	15
Date Company was Founded	10 November 2010		
Gross Annual Revenue	2020 - \$14,900,635, 2021 - \$15,851,076		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	15	15	129
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	1
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	2	9
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##



FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Advanced Pavement Consulting, LLC.		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Construction Management / Project Management FAA Specifications and Standards Concrete and Asphalt Pavements, Airfield Construction		
Services Provided	Construction Management/Project Management; Construction Consulting		
Main Office Location	(i.e. Address) 8629 Meadow Rd, Downey Ca 90242	Main Office Size 1	(i.e. Quantity of Employees)
Closest Office to LAX	(i.e. Address) 8629 Meadow Rd, Downey Ca 90242	Closest Office Size	(i.e. Quantity of Employees)
Date Company was Founded	(i.e. Year) 2023		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) \$0		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+ Applications Pending Approval		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	1	1
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

*The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.*

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	AIX Consulting, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Inspection, Safety Management, Construction Management, Office Administration, Program Management		
Services Provided	Inspection, Safety Management, Construction Management, Office Administration, Program Management		
Main Office Location	235 E. Broadway Ste 960 Longbeach, CA 90802.	Main Office Size	2
Closest Office to LAX	235 E. Broadway Ste 960 Long Beach, CA 90802	Closest Office Size	2
Date Company was Founded	2021		
Gross Annual Revenue	\$20,000/2021; \$100,000 2022		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	1	2
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	##	##	##
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	##	1	1
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	BRIO SOLUTIONS LLC		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Project Management, Project Controls, PMIS, Cost Control, Schedule management, Estimating, Contract Management, Document Control.		
Services Provided	Project Management, Project Controls, PMIS, Cost Control, Schedule management, Estimating, Contract Management, Document Control.		
Main Office Location	6345 YALE ST, CHINO, CA	Main Office Size	2
Closest Office to LAX	6345 YALE ST, CHINO, CA	Closest Office Size	2
Date Company was Founded	11/08/2018		
Gross Annual Revenue	\$327,376		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	3	3
# of Licensed Professional Architects (on Payroll)			Globally
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Casamar Group, LLC		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	PLA/Contract Labor Compliance, PM/CM Support Services Community/Public/Stakeholder, Business & Workforce Outreach Compliance, Stormwater (SWPPP) Compliance		
Services Provided	PLA/Contract Labor Compliance, PM/CM Support Services Community/Public/Stakeholder, Business & Workforce Outreach Compliance, Stormwater (SWPPP) Compliance		
Main Office Location	23335 Alamos Lane Newhall, CA 91321	Main Office Size	19
Closest Office to LAX	23335 Alamos Lane Newhall, CA 91321	Closest Office Size	19
Date Company was Founded	2007		
Gross Annual Revenue	2021 - \$2,358,983.12		2022 - \$2,480,810.40
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	14	19	19
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	1
[Other Relevant Credential #1] QSD	In LA County	In California	Globally
	## 0	## 1	## 1
[Other Relevant Credential #2] QSP	In LA County	In California	Globally
	## 1	## 2	## 2
[Other Relevant Credential #3] PMP	In LA County	In California	Globally
	## 1	## 1	## 1

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Citiri, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Operational Readiness, Activation and Transition (ORAT)		
Services Provided	ORAT software and services		
Main Office Location	3423 Piedmont Road NE Suite 345	Main Office Size	10
Closest Office to LAX	Atlanta, GA 30305	Closest Office Size	10
Date Company was Founded	March 8, 2018		
Gross Annual Revenue	As a venture-backed company, Citiri does not publish gross revenue.		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	0	22
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	##	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Creelman, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	IT Program Management for Planning, Design, and Implementation of Security and Communication Systems; Environmental Compliance and Sustainability		
Services Provided	Current projects include: GIS Services for Coordination and Logistics Management (CALM) program; IT design for Terminal 9		
Main Office Location	9040 Rangely Avenue West Hollywood Ca 90048	Main Office Size 3	(i.e. Quantity of Employees)
Closest Office to LAX	9040 Rangely Avenue West Hollywood Ca 90048	Closest Office Size 3	(i.e. Quantity of Employees)
Date Company was Founded	(i.e. Year) 2001		
Gross Annual Revenue	(i.e. \$-Value and Reporting Period, Past 2 years) 2021 \$546,000 2022 \$353,000		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE DBE, SBE, LBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	2	3	4
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
[Other Relevant Credential #2]	In LA County	In California	Globally
[Other Relevant Credential #3]	In LA County	In California	Globally

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	CTI Environmental, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Project Management Compliance, Environmental and Safety		
Services Provided	Project Management, Hazmat Inspections and Regulatory		
Main Office Location	711 East Wardlow Road, Suite 203 Long Beach, CA 90807	Main Office Size	4
Closest Office to LAX	711 East Wardlow Road, Suite 203 Long Beach, CA 90807	Closest Office Size	4
Date Company was Founded	2009		
Gross Annual Revenue	\$1,599,201 for 2021 & \$3,223,571 for 2022		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	13	13	13
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Jacobsen/Daniels Associates, LLC		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Aviation, Planning, Program Management, Construction Management		
Services Provided	Aviation, Planning, Program Management, Construction Management, GIS Technology, Real Estate Support		
Main Office Location	121 Pearl St. Ypsilanti, MI 48197	Main Office Size	26
Closest Office to LAX	6033 West Century Blvd. Ste. 830 Los Angeles, CA 90045	Closest Office Size	5
Date Company was Founded	2001		
Gross Annual Revenue	\$16M		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	8	8	139
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	3
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	1
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Krebs Corporation		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Cost estimating related services - cost estimating, constructability reviews risk assessment, change orders, claims analysis, schedule reviews, etc.		
Services Provided	Cost estimating, constructability reviews, risk assessments, change order support, negotiation support, claims mitigation and analysis, schedule reviews		
Main Office Location	1840 Sun Peak Dr., Suite B-102, Park City, UT 84098	Main Office Size	2,600 sf, 3 staff
Closest Office to LAX	1840 Sun Peak Dr., Suite B-102, Park City, UT 84098	Closest Office Size	2,600 sf, 3 staff
Date Company was Founded	December 9, 2015		
Gross Annual Revenue	Avg \$7,691,296 over 2021-2022		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	1	17
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	1
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	OrgMetrics LLC		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Partnering Facilitation		
Services Provided	Partnering Facilitation		
Main Office Location	291 McLeod St. Livermore, CA 94550	Main Office Size	1
Closest Office to LAX	291 McLeod St. Livermore, CA 94550	Closest Office Size	1
Date Company was Founded	1986		
Gross Annual Revenue	\$1.4M in both 2021 and 2022.		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	1	1
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name		Pacifica Services, Inc.	
Role on Applicant Team		<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other	
Area(s) of Expertise		Construction management, program and project management services, including environmental planning and compliance, inspections, energy solutions, labor compliance and plan checking	
Services Provided		Construction Management, Construction Inspections	
Main Office Location	201 S. Mentor Ave, Ste 200, Pasadena, CA 91106	Main Office Size	59
Closest Office to LAX	Same as above	Closest Office Size	59
Date Company was Founded		February 16, 1979	
Gross Annual Revenue		\$8,582,383 (average from years 2019, 2020, 2021)	
Inclusivity Factors		<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	59	59	59
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	2	2	2
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	3	3	3
Certified Construction Mgr. (CCM)	In LA County	In California	Globally
	6	6	6
Project Mgmt. Professional (PMP)	In LA County	In California	Globally
	4	4	4
	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Rohadfox Transportation, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Project controls, scheduling, estimating, construction inspection, safety services for aviation, transit and transportation projects.		
Services Provided	Construction Management, Program Management, and Engineering Design		
Main Office Location	3017 Bolling Way NE, STE 140, Atlanta, GA 30305	Main Office Size	75
Closest Office to LAX	555 West 5th St., 35th Fl, Los Angeles, CA 90013	Closest Office Size	2
Date Company was Founded	November 2021		
Gross Annual Revenue	2021: \$10M 2022: \$12M		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	5	86
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	4
	In LA County	In California	Globally
	In LA County	In California	Globally
	In LA County	In California	Globally

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Runo Inc		
Role on Applicant Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub-Consultant <input type="checkbox"/> Other		
Area(s) of Expertise	Project Controls and Project Management		
Services Provided	Scheduling, Cost Estimating, Contract Administration Cost Engineering, Risk Management		
Main Office Location	1636 W. 8th Street Suite 200 Los Angeles, CA 90017	Main Office Size	2
Closest Office to LAX	Same as above	Closest Office Size	2
Date Company was Founded	2004		
Gross Annual Revenue	2021: \$609k, 2022: \$1.03m		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE (LSBE Pending) <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	6	6	6
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	TRC Engineers, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Engineering/Infrastructure Design and Construction, Environmental Compliance, Planning, Permitting, Licensing, Program management and Facility Management. Remediation, Land Use/Development. Sustainability / GHG / Energy Efficiency		
Services Provided	Same		
Main Office Location	1 Griffin Rd. North Windsor, CT 06095	Main Office Size	140
Closest Office to LAX	707 Wilshire Blvd. Suite 3250 Los Angeles, CA 90017	Closest Office Size	24
Date Company was Founded	1970		
Gross Annual Revenue	Gross Revenue: FY 2022 \$1.12B; FY 2021 \$1.02B		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	24	779	7586
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	3
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	10	46	304
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

Each Applicant should provide a package of individually-completed Company Information Sheets for the firms listed in their SOQ.

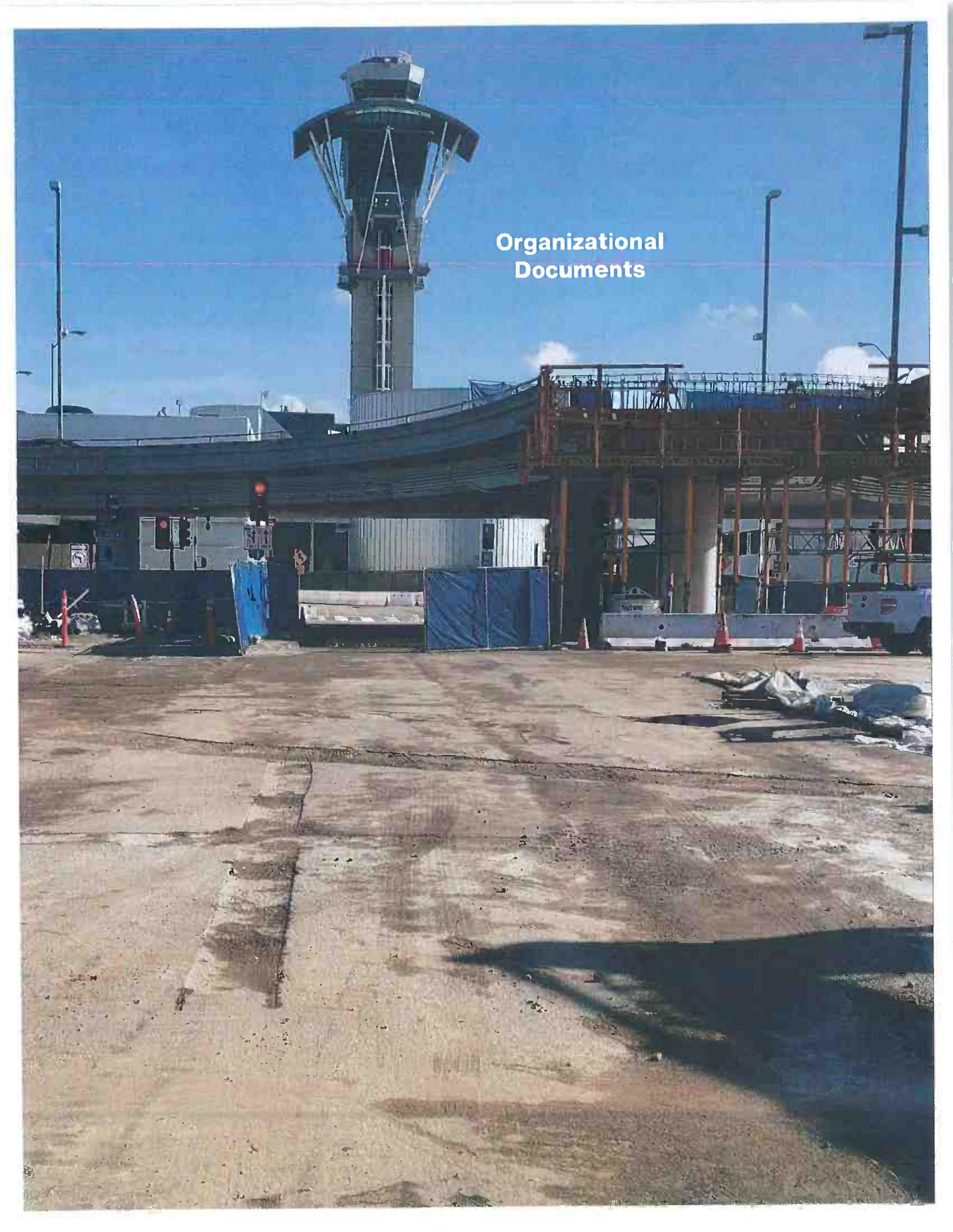
The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

FORM 6: COMPANY INFORMATION SHEET

General Information			
Company Name	Twining, Inc.		
Role on Applicant Team	<input type="checkbox"/> Prime		
	<input checked="" type="checkbox"/> Sub-Consultant		
	<input type="checkbox"/> Other		
Area(s) of Expertise	Materials Testing and Inspection; Quality Assurance/Quality Control; Geotechnical Engineering		
Services Provided	Materials Testing & Inspection		
Main Office Location	2883 E Spring St., Suite 300 Long Beach, CA 90806	Main Office Size	165
Closest Office to LAX	2883 E Spring St., Suite 300 Long Beach, CA 90806	Closest Office Size	165
Date Company was Founded	Incorporated 1/2/1959		
Gross Annual Revenue	82.3 m (2022) 67 m (2021)		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE <input type="checkbox"/> WBE <input type="checkbox"/> LGBTQ+		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	150	320	344
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	3	3	3
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

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Organizational Documents



Integrity † Accountability † Professionalism

3 October 2023

Attention: Amy Imamura
Los Angeles World Airports
Clifton A. Moore Administration Office Building
1 World Way
Los Angeles, CA 90045

Re: Request for Qualifications for Multiple Award Task Order Contracts (MATOC) for
Program Services

Dear Ms. Imamura:

The undersigned, K. Hezekiah Harris, II, President and Managing Member of CMTS is a
duly authorized company officer submitting these documents.

- CMTS LLC - Limited Liability Company Articles of Organization
- Evidence of CMTS' good standing in the state of California - California Secretary
of State Entity Registration
- Evidence of CMTS' authority to transact business – City of Los Angeles Tax
Registration Certificate

Thank you for this opportunity to participate in this Request for Qualifications.

Sincerely,

By 

K. Hezekiah Harris, II, President and Managing Member



Wyoming Secretary of State
 State Capitol Building, Room 110
 200 West 24th Street
 Cheyenne, WY 82002-0020
 Ph. 307.777.7311
 Fax 307.777.5339
 Email: business@state.wy.us

Max Maxfield, WY Secretary of State
 FILED: 11/10/2010 10:56 AM
 ID: 2010-000592449

Limited Liability Company Articles of Organization

1. Name of the limited liability company:

CMTS LLC

2. Name and physical address of its registered agent:

(The registered agent may be an individual resident in Wyoming, a domestic or foreign entity authorized to transact business in Wyoming, having a business office identical with such registered office. The registered agent must have a physical address in Wyoming. A Post Office Box or Drop Box is not acceptable. If the registered office includes a suite number, it must be included in the registered office address.)

United States Corporation Agents, Inc., 1623 Central Avenue, Suite 18, Cheyenne, WY 82001

3. Mailing address of the limited liability company:

8500 N. Stemmons Freeway Suite 6040, Dallas, TX 75247

4. Principal office address:

8500 N. Stemmons Freeway Suite 6040, Dallas, TX 75247

Signature: _____

(Shall be executed by an organizer.)

Date: 11/5/2010

(mm/dd/yyyy)

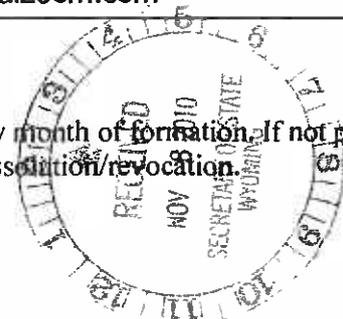
Print Name: Karla Figueroa, Organizer

Contact Person: Shikha Chand

Daytime Phone Number: 323-962-8600, ext. 883 Email: onlinefilings@legalzoom.com

Other Requirements:

- An annual report will be due annually on the first day of the anniversary month of formation. If not paid within sixty (60) days from the due date, the entity will be subject to dissolution/revocation.





Wyoming Secretary of State
 State Capitol Building, Room 110
 200 West 24th Street
 Cheyenne, WY 82002-0020
 Ph. 307.777.7311
 Fax 307.777.5339
 Email: business@state.wy.us

Consent to Appointment by Registered Agent

I, United States Corporation Agents, Inc., registered office located at
(name of registered agent)

1623 Central Avenue, Suite 18, Cheyenne, WY 82001 voluntarily consent to serve
(registered office physical address, city, state & zip)

as the registered agent for CMTS LLC
(name of business entity)

I hereby certify that I am in compliance with the requirements of W.S. 17-28-101 through W.S. 17-28-111.

Signature: Date: 11/05/2010
(Shall be executed by the registered agent.) *(mm/dd/yyyy)*

Print Name: Jacob Varghese Daytime Phone: 323-962-8600, ext. 883

Title: Assistant Secretary, United States Corporation Agents, Inc. Email: onlinefilings@legalzoom.com

Registered Agent Mailing Address
 (if different than above):

***If this is a new address, complete the following:**

Previous Registered Office(s):

- I hereby certify that:
- After the changes are made, the street address of my registered office and business office will be identical.
 - This change affects every entity served by me and I have notified each entity of the registered office change.
 - I certify that the above information is correct and I am in compliance with the requirements of W.S. 17-28-101 through W.S. 17-28-111.

Signature: _____ Date: _____
(Shall be executed by the registered agent.) *(mm/dd/yyyy)*

Checklist
 Submit one **originally signed** consent to appointment and one exact photocopy.



Secretary of State Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: CMTS LLC
Entity No.: 201104010276
Registration Date: 12/22/2010
Entity Type: Limited Liability Company - Out of State
Formed In: WYOMING
Status: Active

The above referenced entity is active on the Secretary of State's records and is qualified to transact intrastate business in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix
the Great Seal of the State of California this day of
September 27, 2023.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 148252535

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.



CITY OF LOS ANGELES
 Office of Finance
 P.O. Box 53200
 Los Angeles CA 90053-0200

5777 W CENTURY BLVD #1105
 LOS ANGELES, CA 90045-5637



*****SCH 5-DIGIT 90045 21
 CMTS, LLC 5634
 5777 W CENTURY BLVD STE 1105
 LOS ANGELES CA 90045-5637

THIS CERTIFICATE MUST BE POSTED AT PLACE OF BUSINESS

CITY OF LOS ANGELES TAX REGISTRATION CERTIFICATE				
THIS CERTIFICATE IS GOOD UNTIL SUSPENDED OR CANCELLED				
BUSINESS TAX			ISSUED: 11/4/2018	
ACCOUNT NO.	FUND/CLASS	DESCRIPTION	STARTED	STATUS
0002552840-0001-1	L049	Professions / Occupations	1/1/2011	Active

CMTS, LLC
 5777 W CENTURY BLVD STE 1105
 LOS ANGELES CA 90045-5637

ISSUED FOR TAX COMPLIANCE PURPOSES ONLY
 NOT A LICENSE, PERMIT, OR LAND USE AUTHORIZATION

ISSUED BY:
Clari Bantel
 DIRECTOR OF FINANCE

ISSUED TO

5777 W CENTURY BLVD #1105
 LOS ANGELES, CA 90045-5637

No registration certificate or permit issued under the provisions of the Business Tax ordinances of the LAMC, or the payment of any tax required under the provisions of the Business Tax ordinances of the LAMC shall be construed as authorizing the conduct or continuance of any illegal business or of a legal business in an illegal manner.

NOTIFY THE OFFICE OF FINANCE IN WRITING OF ANY CHANGE IN OWNERSHIP OR ADDRESS - Office of Finance, P.O. Box 53200, Los Angeles CA 90053-0200

FORM 2000 (Rev. 11/15)

IMPORTANT - READ REVERSE SIDE

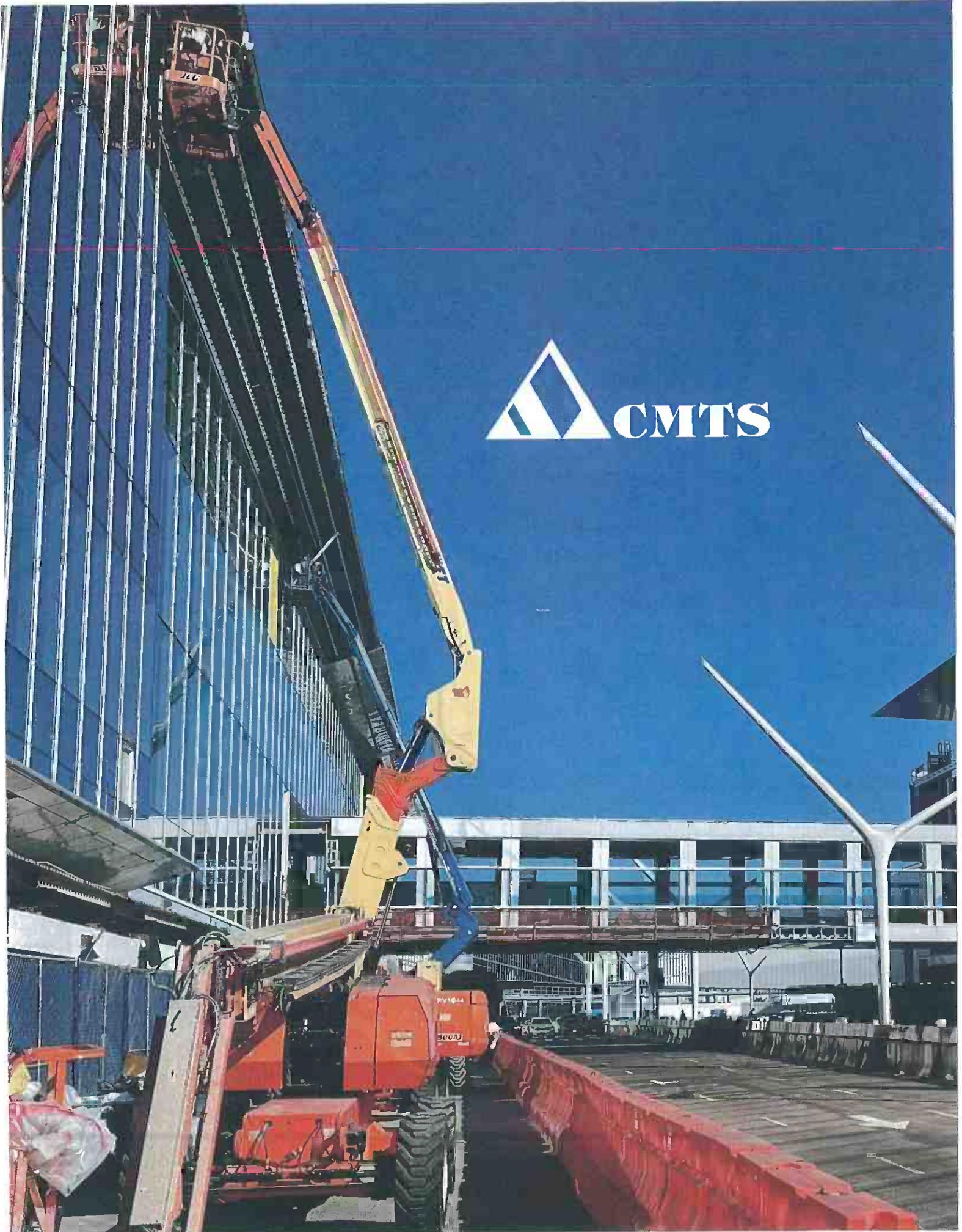




EXHIBIT 5: IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT



EXHIBIT 6: CIVIL RIGHTS - TITLE VI ASSURANCES

In accordance with, and as amended or interpreted from time to time, 49 USC § 47123, FAA Order 1400.11, and U.S. Department of Transportation Order DOT 1050.2, Standard Title VI Assurances and Nondiscrimination Provisions, effective April 24, 2013.

I. Title VI List of Pertinent Nondiscrimination Acts and Authorities.

During the performance of this contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the "Consultant") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 USC § 2000d *et seq.*, 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination in Federally-Assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- The Age Discrimination Act of 1975, as amended (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982 (49 USC § 47123), as amended (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987 (PL 100-259) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act of 1990 (42 USC § 12101, *et seq*) (prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;

IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT

(California Public Contract Code Sections 2200-2208)

The California Legislature adopted the Iran Contracting Act of 2010 to respond to policies of Iran in a uniform fashion (PCC § 2201(q)). The Iran Contracting Act prohibits bidders engaged in investment activities in Iran from bidding on, submitting proposals for, or entering into or renewing contracts with public entities for goods and services of one million dollars (\$1,000,000) or more (PCC § 2203(a)). A bidder who "engages in investment activities in Iran" is defined as either:

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; or
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.

The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is not identified on the DGS list of ineligible businesses or persons and that the bidder is not engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing ONE of the options shown below.

OPTION #1: CERTIFICATION

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is not on the current DGS list of persons engaged in investment activities in Iran and is not a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DGS list of persons engaged in investment activities in Iran.

<i>Vendor Name/Financial Institution (printed)</i> CMTS LLC		<i>BTRC (or n/a)</i> 0002552840-0001-1
<i>By (Authorized Signature)</i> 		
<i>Print Name and Title of Person Signing</i> K. Hezekiah Harris, II, President and Managing Member		
<i>Date Executed</i>	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

OPTION #2: EXEMPTION

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<i>Vendor Name/Financial Institution (printed)</i>		<i>BTRC (or n/a)</i>
<i>By (Authorized Signature)</i>		
<i>Print Name and Title of Person Signing</i>		
<i>Date Executed</i>	<i>City Approval (Signature)</i>	<i>(Print Name)</i>

- The Federal Aviation Administration’s Nondiscrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
 - Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations (ensures nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations);
 - Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs [70 Fed. Reg. 74087 (2005)];
 - Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC § 1681, et seq).
- II. Compliance with Nondiscrimination Requirements. During the performance of this Contract, the Consultant, for itself, its assignees, and successors in interest (hereinafter referred to as the “Consultant”), agrees as follows:
1. **Compliance with Regulations:** The Consultant (hereinafter includes sub-consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
 2. **Nondiscrimination:** The Consultant, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in the selection and retention of subcontractors/sub-consultants, including procurements of materials and leases of equipment. The Consultant will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
 3. **Solicitations for Subcontracts, including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding or negotiation made by the Consultant for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor/sub-consultant or supplier will be notified by the Consultant of the subcontractor/sub-consultant’s obligations under this Contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.

4. Information and Reports: The Consultant will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by LAWA or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a contractor/consultant is in the exclusive possession of another who fails or refuses to furnish the information, the Consultant will so certify to LAWA or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
5. Sanctions for Noncompliance: In the event of a Consultant's noncompliance with the non-discrimination provisions of this contract, LAWA will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
 - a. Withholding payments to the Consultant under the contract until the Consultant complies; and/or
 - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. Incorporation of Provisions: The Consultant will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Consultant will take action with respect to any subcontract or procurement as LAWA or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Consultant becomes involved in, or is threatened with litigation by a subcontractor/sub-consultant, or supplier because of such direction, the Consultant may request LAWA to enter into any litigation to protect the interests of LAWA. In addition, the Consultant may request the United States to enter into the litigation to protect the interests of the United States.



EXHIBIT 7: SPECIAL INSURANCE PROVISIONS

The following Primary and Ancillary Insurance is required for this Contract with minimum limits outlined and is subject to the terms and conditions set forth in Section 10 of the Contract.

Primary Insurance	
(X) Required	Workers Compensation, Statutory Limits Employer Liability \$1,000,000 each accident \$1,000,000 each employee by disease \$1,000,000 policy limit by disease
(X) Required	Commercial General Liability \$2,000,000 per occurrence \$4,000,000 general aggregate \$2,000,000 personal and advertising injury \$4,000,000 products/completed operations
(X) Required	Commercial Auto Liability \$2,000,000 combined single limit – Non AOA Access For AOA Access: \$5,000,000 combined single limit – Valid Certified SBE, MBE/WBE, or DBE \$10,000,000 combined single limit
Ancillary Insurance, as Required Below	
(X) Required	Professional Liability \$1,000,000 per claim and \$2,000,000 annual aggregate – SM Firm \$3,000,000 per claim and \$6,000,000 annual aggregate – MED Firm \$5,000,000 per claim and \$10,000,000 annual aggregate – LG Firm
Ancillary Insurance, as Required Below	
() Required	Contractor’s Pollution Liability \$__ per occurrence and \$__ annual aggregate

<input type="checkbox"/> Required (refer to specific coverage required)	Property Insurance, All Risk/Special Form Coverage <input type="checkbox"/> Building, including contents <input type="checkbox"/> Tenant improvements <input type="checkbox"/> Builder's Risk Insurance <input type="checkbox"/> Earthquake coverage limit: _____ <input type="checkbox"/> Flood coverage limit: _____ <input type="checkbox"/> Terrorism coverage
<input type="checkbox"/> Required	Installation Floater
<input type="checkbox"/> Required	Pollution Legal Liability \$___ per occurrence and \$___ aggregate
<input type="checkbox"/> Required	Network Security and Privacy Liability (Cyber Liability) \$__ per incident and \$__ annual aggregate
<input type="checkbox"/> Required	Aircraft and Passenger Liability \$__ per occurrence, \$__ annual aggregate, and \$__ per passenger
<input type="checkbox"/> Required	Garage Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Hangar Keeper's Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Liquor Liability \$__ per occurrence and \$__ annual aggregate
<input type="checkbox"/> Required	Crime Insurance or Fidelity Bond \$___ Theft, dishonesty, disappearance, forgery, alteration, and destruction

Evidence of Consultant's insurance, including all required endorsements, must be uploaded into Consultant's insurance profile at PinsAdvantage.com. Please upload these Special Insurance Requirement with your evidence of insurance. Contact LAWA Risk Management at riskinsurance@lawa.org or your Contract Administrator responsible for your contract if you have questions.