

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: March 20, 2024

CAO File No. 0150-12624-0000

Council File No.

Council District: 6, 11

To: The Mayor

From: Matthew W. Szabo, City Administrative Officer

Reference: Correspondence from the Los Angeles World Airports Board of Airport Commissioners (Board) dated February 15, 2024 and March 8, 2024; referred by the Mayor for a report on March 20, 2024

Subject: **RESOLUTION NO. 27907 AND 15 PROPOSED MULTIPLE AWARD TASK ORDER CONTRACTS COVERING ON-CALL PROGRAM SERVICES AT LOS ANGELES INTERNATIONAL AIRPORT, VAN NUYS AIRPORT, AND PALMDALE LANDHOLDINGS**

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### RECOMMENDATION

That the Mayor:

1. Approve Los Angeles World Airports (LAWA) Resolution No. 27907 authorizing 15 five-year Multiple Award Task Order Contracts, each with two one-year renewal options, to the following consultants: (1) Anser Advisory Management, LLC; (2) C2PM; (3) CMTS, LLC; (4) COLAB LAWA, LLC; (5) Cordoba Corporation; (6) D'Leon Consulting Engineers Corporation; (7) H.J. Russell & Company; (8) Hill International, Inc.; (9) Jacobs Project Management Co.; (10) The Kennard Development Group dba KDG Construction Consulting; (11) Lea + Elliott, Inc.; (12) Parsons Transportation Group, Inc.; (13) PSG JV; (14) Simpson & Simpson Management Consulting, Inc.; and (15) Vanir Construction Management, Inc. to provide highly specialized on-call program services supporting LAWA's Capital Improvement Plan and other key initiatives at Los Angeles International Airport, Van Nuys Airport, and Palmdale Landholdings, for a total amount not-to-exceed \$950 million;
2. Adopt the California Environmental Quality Act (CEQA) determinations of the March 8, 2024 Board of Airport Commissioners (Board) Resolution 27907, that this action is exempt from CEQA pursuant to Article II, Section 2(f) of the Los Angeles City CEQA Guidelines; and
3. Authorize the LAWA Chief Executive Officer, or designee, to execute the proposed agreement and return the Resolution to LAWA for further processing, including Council consideration.

## SUMMARY

The Los Angeles World Airports (LAWA) Board of Airport Commissioners (Board) requested approval of its March 8, 2024 Resolution 27907 authorizing 15 five-year Multiple Award Task Order Contracts (MATOC), each with two one-year renewal options, to the following program services consulting firms: (1) Anser Advisory Management, LLC; (2) C2PM; (3) CMTS, LLC; (4) COLAB LAWA, LLC; (5) Cordoba Corporation; (6) D'Leon Consulting Engineers Corporation; (7) H.J. Russell & Company; (8) Hill International, Inc.; (9) Jacobs Project Management Co.; (10) The Kennard Development Group dba KDG Construction Consulting; (11) Lea + Elliott, Inc.; (12) Parsons Transportation Group, Inc.; (13) PSG JV; (14) Simpson & Simpson Management Consulting, Inc.; and (15) Vanir Construction Management, Inc. (collectively referred to as the "Consulting Firms").

The MATOCs will establish a wide range of specialized consulting services contracts to help continue the successful delivery of LAWA's Capital Improvement Projects (CIP) and enterprise-level initiatives across different LAWA facilities at Los Angeles International Airport, Van Nuys Airport, and Palmdale Landholdings (collectively referred to as the "Airports"). The total combined contract authority allocated across the 15 MATOCs is for an amount not-to-exceed \$950 million over the full term.

The proposed contracts have been approved as to form by the City Attorney. Pursuant to Charter Section 373 and Los Angeles Administrative Code Section 10.5, Council approval is required because the cumulative contract term exceeds three years. Our Office has reviewed the request and recommends approval.

## BACKGROUND

On February 15, 2024 and March 8, 2024, the Board approved a LAWA staff report and Resolution 27907 granting authority to execute 15 as-needed MATOCs with the Consulting Firms. These contracts will provide on-call program services across 40 professional disciplines that are necessary to support LAWA's CIP and other critical initiatives at the Airports for five years. Each contract includes two one-year extension options, which if exercised, could extend the term from five years to seven years. The total combined contract authority is for an amount not-to-exceed \$950 million over the full seven-year term.

*Current Contracts for Project Management (PM)/Construction Management (CM)* – The existing PM/CM contracts, currently facilitating LAWA's CIP delivery, are set to expire on June 30, 2024, and if necessary, LAWA retains an option to extend these contracts until December 31, 2024 (Resolution No. 27785). In addition to the core PM/CM services, these contracts encompass various supplementary support services which include Project Controls, Project Management Advisory Services, and Specialty Inspection and Materials Testing. This includes project design, construction, and closeout. To date, the PM/CM contracts have supported the delivery of 85 CIP projects, with another 44 active and approved projects underway. These projects are receiving resources provided by the existing on-call contracts so that the ongoing projects maintain continuous advancement.

*MATOC Engagement* – LAWA indicates that there is a need to engage in consulting professionals to supplement LAWA staffing to provide specialized expertise not readily available through City resources. Approval of the proposed MATOCs will establish a pool of on-call program services consulting firms, allowing LAWA the flexibility to quickly initiate critical improvement projects over the term of the agreements. Establishing a new bench will provide LAWA the capacity to initiate a diverse range of program services projects to support the modernization efforts and facility improvements at its airports. Through the MATOCs, LAWA will have access to an array of professional disciplines, enabling the Department to undertake large-scale projects that contribute to the continuous enhancement of its airport’s infrastructure and operations.

*Planned Projects under LAWA’s CIP* – The MATOCs provide the ability to quickly secure the necessary resources and expertise vital for LAWA’s 30 billion CIP over the next five to seven years. This flexibility is essential as both the City and LAWA prepare to host major international events such as the 2026 FIFA World Cup and 2028 Olympics. This expansive plan includes significant upgrades to airport facilities. Attachment 1 to this report provides a list of major undertakings and essential improvements anticipated under LAWA’s CIP. While the attachment provides an overview of key initiatives, the full CIP encompasses a wider range of interrelated projects and scope items needed to meet the airport’s infrastructure goals over the duration of the contracts.

*Small, Local, and Disadvantaged Business Outreach* – Prior to releasing a Request for Qualifications (RFQ), LAWA hosted a Contracting Opportunity Forecast event in January 2023, followed by a Program Services MATOC Industry Forum on May 12, 2023, and a pre-proposal conference on July 26, 2023. These events were designed to cultivate a level playing field where small businesses could compete with medium and large size firms and place an emphasis on equitable access and diversity to enhance contract opportunities at the Airports for small and local businesses. A total of 425 people attended the Contracting Opportunity Forecast event, 324 firms participated in the Program Services MATOC Industry Forum, and 138 firms attended the pre-proposal conference. Each event comprised a large representation of Small Business Enterprise, Local Business Enterprise, Disadvantaged Veteran Business Enterprise, or Local Small Business Enterprise (collectively referred to as “XBE”) organizations.

*Competitive Selection Process* – On July 11, 2023, LAWA issued a Request for Qualifications (RFQ) to create a pool of pre-qualified consulting firms for its Program Services MATOCs. Applicants were required to identify as a small, medium, or large business and submit a Statement of Qualifications (SOQ) for the Base Scope (Project Management/Construction Management and Project Controls), and up to three Optional Scopes (Quality and Safety Services; Inclusivity, Workforce, and Economic Impact Support Services; and Specialty Services). On October 18, 2023, 38 teams submitted SOQs and an evaluation panel from LAWA’s Strategic Sourcing Division reviewed the submissions. After conducting an initial assessment, 10 firms were rejected for not meeting minimum requirements or complying with the established criteria. The remaining compliant SOQs were fully evaluated and 15 consulting teams (Consulting Firms) were recommended to form a diverse group to provide specialized consulting services to support LAWA’s CIP.

*Mentor Protégé Program* – LAWA is placing a strong emphasis on promoting inclusivity and providing pathways for growth within its procurement processes. As part of this initiative, LAWA

mandates that all prime consulting firms awarded contracts through the MATOCs must mentor at least one XBE firm during the contract period. The prime firms are required to submit to LAWA the details of the XBE firm they intend to mentor, along with a comprehensive plan outlining the meaningful ways in which they will provide guidance and support. This approach improves the way XBE compliance is achieved and further enables equitable opportunities for XBE businesses to participate as prime or subconsultants across various technical service areas covered in the RFP.

*Program Services Initiatives and Costs* - The Department indicates that the costs associated with the proposed MATOC are included in LAWA's 2018 and 2022 CIP, allocated to specific project budgets. Cost management for these on-call contracts will be facilitated through a task order process, where LAWA executives and project managers will conduct comprehensive reviews to identify cost-savings opportunities.

## **CITY COMPLIANCE**

*Small Business Enterprise (SBE), Local Business Enterprise (LBE), Local Small Business Enterprise (LSBE), and Disadvantaged Veteran Business Enterprise (DVBE) Participation* - The Department's Procurement Services Division staff reviewed this action (File No. 10639) and established mandatory Business Enterprise goals of 30 percent Small Business Enterprise (SBE), 14 percent Local Business Enterprise (LBE), 11 percent Local Small Business Enterprise (LSBE), and 2 percent Disabled Veteran Business Enterprise (DVBE). As reported by LAWA staff, the Consulting Firms have proposed the Business Enterprise program participation levels displayed in Attachment 2 of this report.

*California Environmental Quality Act (CEQA)* – On February 15, 2024, the Board determined that the proposed contracts with the Consulting Firms for highly specialized consulting services at the Airports will not directly impact the environment and is exempt from CEQA pursuant to Article II, Section 2(f) of the Los Angeles City CEQA Guidelines.

The proposed Agreement includes provisions to ensure compliance with applicable City Ordinances, contracting, and insurance requirements. The City Attorney has reviewed and approved the proposed Agreement. In accordance with Charter Section 373 and Administrative Code Section 10.5(a) and 10.5 (b)(2), the proposed Agreement requires Council approval because the total term of the Agreement exceeds three years. Our Office recommends approval.

## **FISCAL IMPACT STATEMENT**

Approval of the proposed MATOCs for program services on an as-needed basis for five years, plus two one-year renewal options, with the 15 firms identified herein will have no impact on the City's General Fund. The total contract value distributed across the 15 contracts is for an amount not-to-exceed \$950 million. Los Angeles World Airports may use a combination of operating and capital funds to pay for costs incurred for the proposed contracts and related task orders. The recommendations in this report comply with the Los Angeles World Airports' adopted Financial Policies.

Attachment 1 – Planned Projects Requiring Specialized Program Services Consulting  
Attachment 2 – Business Enterprise Participation Levels  
Attachment 3 - February 15, 2024 BOAC Report and March 8, 2024 Resolution No. 27907

*MWS/PJH/JVW:DLG:10240168*

## LAX Capital Improvement Projects Requiring Specialized Program Services Consulting Support

Programmed Projects Covered Under LAWA's 2018 and 2022 CIP	
Program	Key Projects
Landside Access Modernization Program	<ul style="list-style-type: none"> <li>• Automated People Mover</li> <li>• Auxiliary Curbs</li> <li>• Roadways, Utilities, and Enabling Work</li> </ul>
Terminal Development Improvement Program	<ul style="list-style-type: none"> <li>• New Terminal 9 Project</li> <li>• New Concourse 0</li> <li>• Central Terminal Area Landscaping Improvements</li> <li>• Terminal Cores Project</li> <li>• Terminal 4 Baggage Handling System</li> <li>• Terminal 4/5 Modernization</li> <li>• Midfield Satellite Concourse South</li> <li>• Baggage Optimization</li> <li>• Wayfinding Enhancements</li> </ul>
Airport Development Program	<ul style="list-style-type: none"> <li>• North Exit Taxiways</li> <li>• Cargo Redevelopment</li> <li>• Terminals 1, 5, 6, and 7 Mobile Generators</li> <li>• Taxiway D Extension</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Construction and Logistics Management</li> <li>• Shutdown and Area Coordination</li> <li>• Inclusivity and Business Enterprise Engagement</li> <li>• Safety Training</li> <li>• Risk Management</li> <li>• Claims Mitigation and Risk Management</li> </ul>
Other LAWA Initiatives	<ul style="list-style-type: none"> <li>• Public Outreach and Education</li> <li>• Communications</li> <li>• As-needed Subject Matter Expertise</li> </ul>

### Airport Improvements

*Airfield Improvements* – Airfield safety improvements and aircraft parking;

*Land Redevelopment* - Cargo, Northside, and West Campus;

*Maintenance Projects* – Routine maintenance and emergency response;

*Resiliency Improvements* – Electrical, security, and seismic;

*Technology Improvements* – Automatic vehicle identification;

*Terminal Development* - Terminal 2, Terminal 5, and Tom Bradley International Terminal; and

*Transportation Optimization* - Traffic signals and traffic management;

**15 Multiple Award Task Order Contracts for Program Services  
Business Enterprise Participation Levels**

<b>Business Enterprise Participation Levels</b>				
<b>Consulting Firms</b>	<b>SBE</b>	<b>LBE</b>	<b>LSBE</b>	<b>DVBE</b>
Anser Advisory Management, LLC	32%	17%	12%	4%
C2PM	50%	15%	15%	4%
CMTS, LLC	50%	14%	11%	2%
COLAB LAWA, LLC	30%	14%	11%	2%
Cordoba Corporation	33.5%	19%	11%	3%
D'Leon Consulting Engineers Corporation	40%	25%	25%	3%
H.J. Russell & Company	30%	14%	11%	2%
Hill International, Inc.	30%	14%	11%	2%
Jacobs Project Management Co.	30%	14%	11%	2%
The Kennard Development Group dba KDG Construction Consulting	100%	100%	100%	3%
Lea + Elliott, Inc.	35%	20%	20%	2%
Parsons Transportation Group, Inc.	30%	14%	11%	2%
PSG JV	80%	35%	25%	2%
Simpson & Simpson Management Consulting, Inc.	55%	14%	11%	2%
Vanir Construction Management, Inc.	30%	14%	11%	2%



March 28, 2024

The Honorable Karen Bass  
Mayor, City of Los Angeles  
City Hall – Room 303  
Los Angeles, CA 90012

ATTN: Heleen Ramirez, Legislative Coordinator  
ATTN: Thomas Arechiga, Deputy Legislative Coordinator

LAX

Van Nuys

City of Los Angeles

Karen Bass  
Mayor

Board of Airport  
Commissioners

Karim Webb  
President

Matthew M. Johnson  
Vice President

Vanessa Aramayo  
Courtney La Bau  
Victor Naro  
Nicholas P. Roxborough  
Valeria C. Velasco

John Ackerman  
Chief Executive Officer

RE: Request to approve the award of 15 five-year Multiple Award Task Order Contracts, with two one-year renewal options

In accordance with Executive Directive No. 4, we are transmitting a copy of the specified board report for the request to approve the award of 15 five-year Multiple Award Task Order Contracts, with two one-year renewal options, to Anser Advisory Management, LLC; C2PM; CMTS, LLC.; COLAB LAWA LLC; Cordoba Corporation; D'Leon Consulting Engineers Corporation; H.J. Russell & Company; Hill International, Inc.; Jacobs Project Management Co.; The Kennard Development Group dba KDG Construction Consulting; Lea + Elliott, Inc.; Parsons Transportation Group, Inc.; PSG JV; Simpson & Simpson Management Consulting, Inc.; and Vanir Construction Management, Inc. to provide highly-specialized consulting services in support of the Capital Improvement Program and other key initiatives on an as-needed basis at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for a total combined funding allocation amount not to exceed \$950,000,000.

City Council approval is required pursuant to Section 373 of the Los Angeles City Charter.

Sincerely,

John Ackerman  Digitally signed by John Ackerman  
Date: 2024.03.12 12:51:00 -07'00'

John Ackerman  
Chief Executive Officer

JA:MSA:ksf





# Report to the BOARD OF AIRPORT COMMISSIONERS

*TW*  
Teresa Mestas (Feb 9, 2024 14:39 PST)  
Terri Mestas, Chief Development Officer

Meeting Date  
2/15/2024

*Hector Huezo*  
Hector Huezo (Feb 9, 2024 14:50 PST)  
Brian C. Ostler, City Attorney

*JA*  
John Ackerman (Feb 9, 2024 16:24 PST)  
John Ackerman, Chief Executive Officer

Needs Council Approval:  Y

Reviewed for/by	Date	Approval Status	By
Finance	2/9/2024	<input checked="" type="checkbox"/> Y <input type="checkbox"/> NA	JS
CEQA	2/7/2024	<input checked="" type="checkbox"/> Y	MO
Procurement	2/8/2024	<input checked="" type="checkbox"/> Y <input type="checkbox"/> Cond	LK
Guest Experience	2/8/2024	<input checked="" type="checkbox"/> Y	TB
Strategic Planning	2/8/2024	<input checked="" type="checkbox"/> Y	BNZ

## SUBJECT

Request to approve the award of 15 five-year Multiple Award Task Order Contracts, with two one-year renewal options, to Anser Advisory Management, LLC; C2PM; CMTS, LLC.; COLAB LAWA LLC; Cordoba Corporation; D'Leon Consulting Engineers Corporation; H.J. Russell & Company; Hill International, Inc.; Jacobs Project Management Co.; The Kennard Development Group dba KDG Construction Consulting; Lea + Elliott, Inc.; Parsons Transportation Group, Inc.; PSG JV; Simpson & Simpson Management Consulting, Inc.; and Vanir Construction Management, Inc. to provide highly-specialized consulting services in support of the Capital Improvement Program and other key initiatives on an as-needed basis at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for a total combined funding allocation amount not to exceed \$950,000,000.

## RECOMMENDATIONS

Management RECOMMENDS that the Board of Airport Commissioners:

1. ADOPT the Staff Report.
2. DETERMINE that this action is exempt from the California Environmental Quality Act (CEQA) pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines.
3. FIND that the work can be performed more economically or feasibly by an independent contractor than by City employees.

4. FURTHER FIND that the protest is without merit and rejected.
5. APPROVE the award of 15 five-year Multiple Award Task Order Contracts, with two one-year renewal options, to Anser Advisory Management, LLC; C2PM; CMTS, LLC.; COLAB LAWA LLC; Cordoba Corporation; D'Leon Consulting Engineers Corporation; H.J. Russell & Company; Hill International, Inc.; Jacobs Project Management Co.; The Kennard Development Group dba KDG Construction Consulting; Lea + Elliott, Inc.; Parsons Transportation Group, Inc.; PSG JV; Simpson & Simpson Management Consulting, Inc.; and Vanir Construction Management, Inc. to provide highly-specialized consulting services in support of the Capital Improvement Program and other key initiatives on an as-needed basis at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for a total combined funding allocation amount not to exceed \$950,000,000. .
6. AUTHORIZE the Chief Executive Officer, or designee, to execute the 15 contracts upon approval by the Los Angeles City Council and approval as to form by the City Attorney.
7. FURTHER AUTHORIZE the Chief Executive Officer, or designee, to execute the two one-year renewal options.

## DISCUSSION

### 1. Purpose

The purpose of this action is to award Multiple Award Task Order Contracts (MATOC) to a bench of 15 pre-qualified contracted firms to provide program services to support Los Angeles World Airports (LAWA) Capital Improvement Program (CIP) and other key initiatives at Los Angeles International Airport (LAX), Van Nuys Airport (VNY), and Palmdale (PMD) landholdings.

### 2. Prior Related Actions/History of Board Actions

- **September 21, 2016 – Resolution No. 26072 (DA-5127, DA-5128, and DA-5129)**  
The Board of Airport Commissioners (Board) awarded three seven-year contracts to Quest Project Controls, Inc. dba Construction Management Solutions; Integrated Project Controls Team, a Joint Venture; and Hill International, Inc. – APSI Construction Management Joint Venture to provide Project Controls Support Services for costs not to exceed \$15 million, \$42.5 million, and \$42.5 million, respectively, to help deliver LAWA's CIP.
- **September 21, 2016 – Resolution No. 26073 (DA-5130, DA-5131, DA-5132, DA-5133, DA-5134, DA-5135, DA-5136, and DA-5137)**  
The Board approved six seven-year contracts to Berg & Associates, Inc.; CMTS, LLC; Jacobs Project Management Co.; Parsons Transportation Group Inc.; Simpson & Simpson Management Consulting Inc.; and Vanir I ASL, LLC in the not-to-exceed amounts of \$10 million, \$4 million, \$70 million, \$35 million, \$10 million, and \$30 million, respectively, to provide Project Management and Construction Management Services (PM/CM) to help deliver LAWA's CIP.

The Board also approved two seven-year contracts with Lea + Elliott, Inc. and Jacobsen | Daniels Associates, LLC in the not-to-exceed amounts of \$14 million and \$12 million, respectively, to provide Project Management Advisory Services (PMAS).

The total combined value of these eight contracts was \$185 million, with an estimated \$39 million primarily devoted to the Landside Access Modernization Program.

- **January 21, 2021 – Resolution No. 27196 (DA-5483 and DA-5484)**  
The Board approved two three-year contracts for specialty inspection, safety management, materials testing, and other services to Twining, Inc. and Smith-Emery Laboratories each in the not-to-exceed amount of \$16.6 million.
- **August 3, 2023 – Resolution No. 27785**  
The Board approved First Amendments to Contracts DA-5129, DA-5483, and DA-5484; Second Amendments to Contracts DA-5135 and DA-5134; and Third Amendments to Contracts DA-5127, DA-5128, DA-5130, DA-5131, DA-5132, DA-5133, DA-5136, and DA-5137. The amendments increased contract authority and extended the terms to June 30, 2024, and included an option to further extend the terms to December 31, 2024, on a total of 13 contracts for Project Controls Support Services, PM/CM, PMAS, and Specialty Inspection and Materials Testing Services supporting LAWA’s CIP and other key initiatives.

### 3. Background

Los Angeles World Airports is in the midst of delivering its multi-billion-dollar CIP and has engaged specialized consulting professionals to augment LAWA staffing and provide expertise not readily available throughout the City of Los Angeles (City). Numerous subject matter experts across more than 40 professional disciplines are necessary to implement LAWA’s diverse CIP. In most cases, the City does not have similar job classifications or sufficient in-house resources to support the CIP. Utilizing consultant resources provides the required flexibility to deliver projects moving through the planning, design, construction, and closeout phases.

The Development Group at LAWA manages 13 on-call staff augmentation contracts providing Project Controls Support Services, PM/CM services, PMAS, and Specialty Inspection and Materials Testing Services in support of LAWA’s CIP, which expire this year. These on-call services are managed through task orders issued for specific scopes of work and provide distinct skillsets to assist LAWA staff deliver CIP projects in addition to specialized expertise to support the continued development and guest experience improvements at LAX and VNY.

The majority of on-call contracts were executed in 2016, with contract expiration at the end of 2023. In August 2023, the contracts were extended through June 30, 2024, with an option to exercise another extension to December 31, 2024. The extensions were needed to avoid a lapse in services supporting the CIP while the procurement for the new on-call contracts was underway and to ensure a smooth transition for the new on-call contracts.

Since 2016, services from these contracts helped deliver over 85 CIP projects with another 68 underway. Establishing continuity of these services is vital to prevent construction delays to ongoing projects.

In preparation for a successor procurement to the existing on-call contracts, LAWA conducted extensive outreach with the business community, including roundtable discussions with small businesses, meetings with existing prime firms, and industry outreach events with

hundreds of new and existing firms, to solicit feedback and identify opportunities to better engage business within Los Angeles. Topics included potential barriers for diverse, local, small, and disadvantaged businesses, and challenges of current contract terms and conditions.

As a result of these efforts, LAWA initiated a new Program Services MATOC procurement strategy which combined multiple on-call scopes into one Request for Qualifications (RFQ). This approach to LAWA's delivery method will enhance business inclusivity and provide alternative strategies for barriers to small/disadvantaged businesses, including disparity in contract amounts based on firm size standards. The MATOC also enables interested firms to propose on a menu of scopes and services that best match their firm's skills, knowledge, and abilities.

In addition to project delivery, these contracts will provide enterprise services to support the entire CIP program. Services include administering LAWA's Project Labor Agreement and HireLAX program, performing safety training, coordinating utility and area shutdowns, managing the construction and noise hotline, providing IT technical support for the CIP project management and reporting system, and developing IT solutions to increase efficiency and productivity. Los Angeles World Airports' business partners have also been instrumental in assisting staff to refine the invoicing process to expedite payments to subconsultants and subcontractors and mentoring smaller firms to navigate LAWA's insurance and administrative requirements.

#### **4. Current Action/Rationale**

To help continue the successful delivery of LAWA's CIP, staff is requesting approval to award Program Services MATOCs to a bench of 15 pre-qualified firms, as selected through a highly competitive procurement process.

Costs associated with these awards will continue to be managed through the issuance of negotiated task orders based on specific scopes of work and associated fees. Labor and other direct costs will be allocated to the respective CIP projects. The distribution of the costs is estimated to be in support of (but not limited to) the following projects and services:

- Landside Access Modernization Program
  - Automated People Mover
  - Auxiliary Curbs
  - Roadways, Utilities, and Enabling Work
- Terminal Development Improvement Program
  - New Terminal 9 Project
  - New Concourse 0
  - Central Terminal Area Landscaping Improvements
  - Terminal Cores Project
  - Terminal 4 Baggage Handling System
  - Terminal 4/5 Modernization
  - Midfield Satellite Concourse South
  - Baggage Optimization
  - Wayfinding Enhancements

- Airport Development Program
  - North Exit Taxiways
  - Cargo Redevelopment
  - Terminals 1, 5, 6, and 7 Mobile Generators
  - Taxiway D Extension
- Program Services
  - Construction and Logistics Management
  - Shutdown and Area Coordination
  - Inclusivity and Business Enterprise Engagement
  - Safety Training
  - Risk Management
  - Claims Mitigation and Risk Management
- Other LAWA Initiatives
  - Public Outreach and Education
  - Communications
  - As-Needed Subject Matter Expertise

The Program Services MATOC will support LAWA with delivery of its transformational CIP aimed to provide “Gold Standard” facilities and a world-class guest experience at LAX and VNY airports, which include:

- *Airfield Improvements* (airfield safety improvements, aircraft parking, etc.)
- *Land Redevelopment* (cargo, northside, West Campus, etc.)
- *Maintenance Projects* (routine maintenance, emergency response, etc.)
- *Resiliency Improvements* (electrical, security, seismic, etc.)
- *Technology Improvements* (automatic vehicle identification, etc.)
- *Terminal Development* (Terminal 2, Terminal 5, Tom Bradley International Terminal, etc.)
- *Transportation Optimization* (traffic signals, traffic management, etc.)

## 5. Procurement and Selection Process

The MATOC procurement model enabled LAWA to eliminate barriers to competition for small firms by (a) establishing three contract award levels based on business size categories (Small, Medium, and Large); (b) providing unlimited opportunities for micro small businesses to participate as subconsultants on multiple teams; (c) modifying insurance requirements to minimize upfront business expense; (d) establishing higher XBE goals and evaluation criteria scoring (14 points); and (e) most importantly, providing small firms with contract capacity equal to that of large firms.

The United States Small Business Administration’s size standards were used to set the small business size level at \$37,000,000 in gross revenue based on a three-year average; medium was set between \$37,000,000 – \$250,000,000 in annual gross revenue; and the large business size was set for firms exceeding \$250,000,000 in annual gross revenue.

In this procurement, SBE participation was increased from 20 percent to 30 percent, and included goals for Local Business Enterprise at 14 percent, Local Small Business Enterprise (LSBE) at 11 percent, and Disabled Veteran-Owned Business Enterprise (DVBE) at 2 percent, to maximize inclusive participation. Micro small businesses were allowed to participate and receive awards under multiple teams, if selected through the evaluation process. Micro small businesses have annual gross revenue which does not exceed \$5,000,000 (three-year average). This improved approach resulted in increased participation by small prime firms and fostered a joint venture between a medium-sized firm and a micro small business.

CONTRACT TYPE	PREVIOUS GOALS	NEW GOALS
Professional Services Program Services MATOC	SBE 20%	SBE 30% LBE 14% LSBE 11% DVBE 2%

On July 11, 2023, LAWA issued the Program Services MATOC RFQ on the Los Angeles Regional Alliance Marketplace for Procurement with the intent to establish a pool of pre-qualified professional consulting firms that would subsequently be invited to submit task order proposals relating to a defined Scope of Services.

The total value of all task orders issued for the performance and completion of the services under all MATOC contracts awarded through this RFQ solicitation will not exceed \$950,000,000 over a five-year term. Each awarded MATOC contract will be for a term of five years, with two one-year renewal options exercisable at LAWA's sole discretion.

Applicants were asked to declare their status as a small, medium, or large company and submit a comprehensive Statement of Qualifications (SOQ) for services relating to a Base Scope and three Optional Scope Categories. Each applicant team was required to propose on the Base Scope.

- Base Scope: PM/CM, and Project Controls Services
- Optional Scope 1: Quality and Safety Services
- Optional Scope 2: Inclusivity, Workforce, and Economic Impact Support Services
- Optional Scope 3: Specialty Services (to include Communications and Public Education, American with Disabilities Act Expertise, Advisory Support, etc.)

Applicants were required to demonstrate relevant skills, experience, and knowledge; show previous successful experience in delivering comparable projects; and provide resumes for any proposed Key Personnel's professional qualifications. Additionally, the SOQ required a detailed narrative describing how the applicant team planned to achieve the inclusivity and workforce development requirements, including the internship program, Mentor Protégé program, and engagement with K-12 Title 1 schools.

On October 18, 2023, LAWA received SOQs from 38 applicant teams. Los Angeles World Airports' Strategic Sourcing Division reviewed each firm's administrative requirements and determined that all firms passed. Ten of the firms were rejected for not meeting the minimum experience qualifications or not proposing on the required base scope. The Evaluation Panel

reviewed the remaining 28 SOQs through a consensus evaluation process. Based on technical scores, 21 teams were selected to advance to the Presentation/Interview phase during the weeks of December 3 and 10, 2023.

At the conclusion of the Presentation/Interview phase, the Technical scores and Presentation/Interview scores for the 21 teams were added together and ranked from highest to lowest in accordance with the small, medium, and large firm size categories (as identified in the RFQ). Based on the combined scores, LAWA recommends the following 15 applicant teams—six small, five medium, and four large size teams—be awarded with a Program Services MATOC to form the new on-call bench of pre-qualified, highly-skilled staff to support LAWA’s CIP program.

The applicant’s inclusivity commitments, including its XBE Program and Certified Firm commitments and strategies identified in response to this RFQ, will become a part of the contract between LAWA and the applicant, along with any additional terms and conditions specified and required by LAWA.

LARGE TEAM SIZE		SBE	LBE	LSBE	DBE	DVBE	MBE	WBE	NOTES
1	Anser Advisory		✓						First-time prime
2	Hill International								
3	Jacobs								
4	Parsons								
MEDIUM TEAM SIZE		SBE	LBE	LSBE	DBE	DVBE	MBE	WBE	NOTES
1	COLAB LAWA JV (Four firms) - CM Solutions - Morgner Construction - The Quality Firm - Cornerstone Transportation								First-time prime, JV comprised of XBE firms
2	Cordoba Corporation		✓				✓		New to LAWA
3	Lea + Elliott								
4	H.J. Russell & Company						✓		New to LAWA
5	Vanir						✓	✓	
SMALL TEAM SIZE		SBE	LBE	LSBE	DBE	DVBE	MBE	WBE	NOTES
1	C2PM	✓		✓	✓		✓	✓	First-time prime
2	CMTS LLC	✓			✓		✓		
3	D'Leon Engineers	✓	✓	✓	✓		✓		First-time prime
4	KDG Construction Consulting	✓	✓	✓			✓	✓	First-time prime
5	PSG-JV - PADCOM Design & Construction - SG Engineering Solutions - PM Technologies, Inc. - Niche Project Controls, Inc.	✓			✓		✓		First-time prime, JV comprised of XBE firms
6	Simpson & Simpson	✓	✓	✓					

### ***Inclusivity and Workforce Development***

Los Angeles World Airports hosted and participated in numerous industry outreach events prior to the release of the Program Services RFQ. Kicking off the new year in January 2023, LAWA hosted a “Contracting Opportunity Forecast” event with over 400 attendees from the

aviation, architecture, engineering, and construction industries, of which 43 percent represented XBE firms and 34 percent had never conducted business with LAWA. This was LAWA's first formal introduction of the MATOC procurement approach to level the playing field for small firms to compete with medium- and large-size firms. On May 12, 2023, a Program Services-focused industry outreach event was attended by 324 firms, of which 47 percent were small businesses, 61 percent were local businesses, and 29 percent were disadvantaged businesses. The pre-proposal conference for this opportunity was held on July 26, 2023, and was attended by 138 firms, of which 51 percent were small businesses, 54 percent were local businesses, and 20 percent were disadvantaged businesses.

The table below shows the selected prime applicants' XBE commitments, number of subconsultants, XBE subconsultants, and micro small businesses. Of the 15 selected prime applicant teams, nine committed to exceed the XBE participation levels established by LAWA. Additionally, eight of the 15 selected prime applicant teams will be a prime consultant for the first time at LAWA. A total of 63 unique micro small businesses are participating as subconsultants. These micro small businesses may be on more than one team and therefore represent a total of 101 micro small businesses across the 15 selected prime applicant teams.

PRIME FIRM	XBE COMMITMENTS				NUMBER OF SUBS	NUMBER OF XBE SUBS	NUMBER OF MICRO SUBS
	SBE	LBE	LSBE	DVBE			
Anser Advisory	32%	17%	12%	4%	21	19	10
C2PM	50%	15%	15%	4%	25	22	11
CMTS LLC	50%	14%	11%	2%	10	9	6
COLAB JV (Four firms)	30%	14%	11%	2%	17	12	9
Cordoba Corporation	32%	14%	12%	3%	20	17	6
D'Leon Engineers	40%	18%	25%	3%	13	10	8
H.J. Russell & Company	30%	14%	11%	2%	11	11	5
Hill International	30%	14%	11%	2%	28	19	9
Jacobs	30%	14%	11%	2%	33	22	11
KDG Construction Consulting	100%	100%	100%	3%	12	12	2
Lea + Elliott	35%	20%	20%	2%	7	6	1
Parsons	30%	14%	11%	2%	20	17	1
PSG-JV	80%	35%	25%	2%	10	9	4
Simpson & Simpson	55%	14%	11%	2%	24	19	7
Vanir	30%	14%	11%	2%	20	14	11
					<b>271</b>	<b>218</b>	<b>101</b>

Each applicant was required to submit an Inclusivity and Workforce Development Plan that details how the firm will achieve the XBE participation requirements that include (a) cashflow strategy for prompt payment; (b) the definition of the implementation of a Mentor Protege Program; (c) the strategy to implement an internship program that would have interns participate on the bench with meaningful work; and (d) a description of their engagement with K-12 Title 1 schools to create awareness and enthusiasm about science, technology, engineering, art, and math (STEAM)-related careers. Upon contract award, the prime applicants' Inclusivity and Workforce Development Plans will be reviewed, modified, and resubmitted to LAWA for final approval.

On January 12, 2024, Vikrum Deol of Deol-Pride JV, a non-selected firm, filed a protest related to not advancing to the interview stage and award. Following LAWA's production of various documents pertaining to the RFQ, including the 15 successful applicant team SOQs and scoring sheets in response to a Public Records Act request submitted by Vikrum Deol, the protest was reviewed by LAWA staff who determined that the protest does not have merit. Consequently, staff recommend continuing with the procurement process and awarding contracts to the recommended proposers.

## 6. Fiscal Impact

The total value of all task orders issued for the performance and completion of the services under all contracts awarded as a result of the RFQ solicitation will not exceed \$950,000,000 over a term of five years. Each awarded contract will be for a five-year term, with two one-year renewal options, exercisable at LAWA's sole discretion.

The funding authority is an estimate of the total combined value of all task orders that will be issued under the collective MATOC throughout the duration of the contract. Los Angeles World Airports may use a combination of operating and capital funds to pay for costs incurred for the proposed contracts and related task orders.

Support for operating projects will be funded from the Operating Budget, which is approved by the Board on a fiscal year basis.

Support for capital projects is included in LAWA's overall Capital Funding Plan and programmed within the 2018 and 2022 CIPs, assigned to particular project budgets. As a result, approval of this action will result in no net increase to the CIP.

## 7. Alternatives Considered

- **Take No Action**

If no action is taken, the resources to assist with planning and design efforts would be constrained. This would significantly delay the CIP and reduce the quality and quantity of LAWA's projects.

- **Procure Separate Services for Each Individual Project**

This alternative is not recommended. It would require more than 50 separate procurement efforts for individual planning and design efforts ranging from \$50,000 to \$5,000,000. Furthermore, it would also require more than 10 times the contract administration resources and an additional layer of program management to coordinate efforts between multiple separate contract agreements.

## 8. How This Action Advances a Specific Strategic Plan Goal and Objective

This action advances this strategic goal and objective: Build and Operate Facilities to Meet Evolving Demand: Plan and deliver Capital Programs. The proposed contracts will provide LAWA with unique expertise from multiple industries to ensure that the CIP will meet the needs of LAWA's passengers, airlines, and industry partners.

## APPROPRIATIONS

No appropriation of funds is required for this action.

## STANDARD PROVISIONS

1. This item, as a continuing administrative, maintenance and personnel-related activity, is exempt from California Environmental Quality Act (CEQA) requirements pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines.
2. The proposed document(s) is/are subject to approval as to form by the City Attorney.
3. Actions taken on this item by the Board of Airport Commissioners will become final pursuant to the provisions of Los Angeles City Charter Section 373.
4. Anser Advisory Management, LLC; C2PM; CMTS, LLC.; COLAB LAWA LLC; Cordoba Corporation; D'Leon Consulting Engineers Corporation; H.J. Russell & Company; Hill International, Inc.; Jacobs Project Management Co.; The Kennard Development Group dba KDG Construction Consulting; Lea + Elliott, Inc.; Parsons Transportation Group, Inc.; PSG JV; Simpson & Simpson Management Consulting, Inc.; and Vanir Construction Management, Inc., herein referenced to as "Contractors," will comply with the provisions of the Living Wage Ordinance.
5. Procurement Services has reviewed this action (File No. 10639) and established the Business Enterprise (BE) goals below. Contractors have committed to the goals as listed.

Vendor	BE Program	SBE	LBE	LSBE	DVBE
	LAWA Goal	30%	14%	11%	2%
		Commitment	Commitment	Commitment	Commitment
Anser Advisory Management, LLC		Proposed 32%	Proposed 17%	Proposed 12%	Proposed 4%
C2PM		Pledged 50%*	Pledged 15%*	Pledged 15%*	Pledged 4%*
CMTS, LLC		Pledged 50%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
COLAB LAWA LLC		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
Cordoba Corporation		Proposed 33.5%	Proposed 19%	Proposed 11%	Proposed 3%
D'Leon Consulting Engineers Corporation		Proposed 40%	Proposed 25%	Proposed 25%	Proposed 3%
Hill International, Inc.		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
Jacobs Project Management Co.		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
KDG Construction Consulting		Proposed 100%	Proposed 100%	Proposed 100%	Proposed 3%
Lea + Elliott, Inc.		Pledged 35%*	Pledged 20%*	Pledged 20%*	Pledged 2%*
Parsons Transportation Group, Inc.		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
PSG JV		Pledged 80%*	Pledged 35%*	Pledged 25%*	Pledged 2%*
H.J. Russell & Company		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
Simpson & Simpson Management Consulting, Inc.		Pledged 55%*	Pledged 14%*	Pledged 11%*	Pledged 2%*
Vanir Construction Management, Inc.		Pledged 30%*	Pledged 14%*	Pledged 11%*	Pledged 2%*

\* C2PM; CMTS, LLC; COLAB LAWA LLC; Hill International, Inc.; Jacobs Project Management Co.; Lea + Elliott, Inc.; Parsons Transportation Group, Inc.; PSG JV; H.J. Russell & Company, Simpson & Simpson Management Consulting, Inc.; and Vanir Construction Management, Inc. must submit an updated Subcontractor Participation Plan, prior to the issuance of a Notice to Proceed.

6. Contractors will comply with the provisions of the Affirmative Action Program.

7. Contractors have been assigned Business Tax Registration Certificate (BTRC) Numbers, as listed below.

<b>Vendor</b>	<b>BTRC No.</b>
Anser Advisory Management, LLC	0002634553-0001-1
C2PM	0000831926-0001-7
CMTS, LLC	0002552840-0001-1
COLAB LAWA LLC	
Quest Project Controls Inc dba CM Solutions	0002425367-0001-7
Morgner Construction Management	0000821204-0001-7
Cornerstone Transportation Consulting Inc.	0003397070-0001-2
Anbessaw Consulting Inc dba Quality Firm	0003180472-0001-6
Cordoba Corporation	0000219215-0001-4
D'Leon Consulting Engineers Corporation	0000662887-0001-1
Hill International, Inc.	0002277690-0001-6
Jacobs Project Management Co.	0002417708-0001-1
KDG Construction Consulting	0000513448-0001-8
Lea + Elliott, Inc.	0000178833-0001-7
Parsons Transportation Group, Inc.	0000148161-0001-2
PSG JV	
Niche Project Controls & Consulting	0003337482-0001-0
PADCOM Design and Construction Management Services LLC	0002910671-0001-2
Project Management Technologies	0002532282-0001-3
SG Engineering Solutions	0002461283-0001-4
H.J. Russell & Company	0003389307-0001-1
Simpson & Simpson Management Consulting, Inc.	0002819612-0001-5
Vanir Construction Management, Inc.	0000850999-0001-1

- 8. Contractors will comply with the provisions of the Child Support Obligations Ordinance.
- 9. Contractors must have approved insurance documents, in the terms and amounts required, on file with Los Angeles World Airports prior to the issuance of a Notice to Proceed.
- 10. Pursuant to Charter Section 1022, staff determined the work specified on the proposed contract can be performed more feasibly or economically by an Independent Contractor than by City employees.
- 11. Contractors have submitted the Contractor Responsibility Program Questionnaire and Pledge of Compliance and will comply with the provisions of the Contractor Responsibility Program.
- 12. Contractors have been determined by Public Works, Office of Contract Compliance, to be in full compliance with the provisions of the Equal Benefits Ordinance.
- 13. Contractors will be required to comply with the provisions of the First Source Hiring Program for all non-trade LAX Airport jobs.
- 14. Contractors submitted the Bidder Contributions CEC Form 55 and will comply with its provisions.

15. Contractors submitted the MLO Bidder Contributions CEC Form 50 and will comply with its provisions.
16. Contractors will comply with the provisions of the Iran Contracting Act.

March 8, 2024

The Honorable City Council  
of the City of Los Angeles  
(via email)

*Subject: Award of fifteen (15) five-year Multiple Award Task Order Contracts, each with two (2) one-year renewal options*

Enclosed for your consideration are the fifteen (15) five-year Multiple Award Task Order Contracts, with the firms listed below, that were approved by the Board of Airport Commissioners at its February 15, 2024 meeting. There is no impact to the General Fund.

LAX

Van Nuys

City of Los Angeles

Karen Bass  
Mayor

Board of Airport  
Commissioners

Karim Webb  
President

Matthew M. Johnson  
Vice President

Vanessa Aramayo  
Courtney La Bau  
Victor Narro  
Nicholas P. Roxborough  
Valeria C. Velasco

John Ackerman  
Chief Executive Officer

1. Anser Advisory Management LLC
2. C2PM
3. CMTS LLC
4. COLAB LAWA LLC
5. Cordoba Corporation
6. D'Leon Consulting Engineers Corporation
7. H.J. Russell & Company
8. Hill International Inc.
9. Jacobs Project Management Co.
10. The Kennard Development Group dba KDG Construction Consulting
11. Lea+Elliott Inc.
12. Parsons Transportation Group Inc.
13. PSG JV
14. Simpson & Simpson Management Consulting Inc.
15. Vanir Construction Management Inc.

**RECOMMENDATIONS FOR CITY COUNCIL:**

1. Adopt the determination by said Board that this action is exempt from the California Environmental Quality Act (CEQA) pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines; and
2. Approve Award of fifteen (15) five-year Multiple Award Task Order Contracts, with two (2) one-year renewal options, to [i] Anser Advisory Management LLC, [ii] C2PM, [iii] CMTS LLC, [iv] COLAB LAWA LLC, [v] Cordoba Corporation, [vi] D'Leon Consulting Engineers Corporation, [vii] H.J. Russell & Company, [viii] Hill International Inc., [ix] Jacobs Project Management Co., [x] The Kennard Development Group dba KDG Construction Consulting, [xi] Lea+Elliott Inc., [xii] Parsons Transportation Group Inc., [xiii] PSG JV, [xiv] Simpson & Simpson Management Consulting Inc., and [xv] Vanir Construction Management Inc. covering highly specialized consulting services in support of the Capital Improvement Program and other key initiatives, on an as-needed basis, at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for total combined funding allocation not to exceed \$950,000,000; and



3. Concur with said Board's action on February 15, 2024, by Resolution 27907, authorizing the Chief Executive Officer, or designee, of Los Angeles World Airports to execute said fifteen (15) five-year Multiple Award Task Order Contracts.

This document and its attachments are advisory only and do not constitute a complete and official submittal to the City Council. The official submittal, including this document and its attachments, will be submitted electronically to the City Council and the Council File Management System pursuant to Charter Section 373 via the City Clerk's website when the file is complete.

Very truly yours,



Grace Miguel, Commission Executive Assistant II  
Board of Airport Commissioners Office  
Los Angeles World Airports

Enclosures

cc: CAO (Airport Analyst), e-file  
CLA (Airport Analyst), e-file

RESOLUTION NO. 27907

WHEREAS, on recommendation of Management, there was presented for approval, Award of fifteen (15) five-year Multiple Award Task Order Contracts, each with two (2) one-year renewal options, to [i] Anser Advisory Management LLC, [ii] C2PM, [iii] CMTS LLC, [iv] COLAB LAWA LLC, [v] Cordoba Corporation, [vi] D'Leon Consulting Engineers Corporation, [xii] H.J. Russell & Company, [viii] Hill International Inc., [ix] Jacobs Project Management Co., [x] The Kennard Development Group dba KDG Construction Consulting, [xi] Lea+Elliott Inc., [xii] Parsons Transportation Group Inc., [xiii] PSG JV, [xiv] Simpson & Simpson Management Consulting Inc., and [xv] Vanir Construction Management Inc. covering highly specialized consulting services in support of the Capital Improvement Program and other key initiatives, on an as-needed basis, at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for total combined funding allocation not to exceed \$950,000,000; and

LAX  
Van Nuys  
City of Los Angeles

Karen Bass  
Mayor

Board of Airport  
Commissioners

Karim Webb  
President

Matthew M. Johnson  
Vice President

Vanessa Aramayo  
Courtney La Bau  
Victor Narro  
Nicholas P. Roxborough  
Valeria C. Velasco

John Ackerman  
Chief Executive Officer

WHEREAS, Los Angeles World Airports (LAWA) is in the midst of delivering its multi-billion-dollar Capital Improvement Program (CIP) and has engaged specialized consulting professionals to augment LAWA staffing and provide expertise not readily available throughout the City of Los Angeles (City). Numerous subject matter experts across more than 40 professional disciplines are necessary to implement LAWA's diverse CIP. In most cases, the City does not have similar job classifications or sufficient in-house resources to support the CIP. Utilizing consultant resources provides the required flexibility to deliver projects moving through the planning, design, construction, and closeout phases; and

WHEREAS, LAWA Development Group manages on-call staff augmentation contracts providing project controls support services, project management and construction management (PM/CM) services, project management advisory services, and specialty inspection and materials testing services in support of LAWA's CIP. Said on-call services are managed through task orders issued for specific scopes of work and provide distinct skillsets to assist LAWA staff deliver CIP projects in addition to specialized expertise to support the continued development and guest experience improvements at Los Angeles International Airport (LAX) and Van Nuys Airport (VNY); and

WHEREAS, majority of the on-call contracts were extended through June 30, 2024, with an option to exercise another extension to December 31, 2024. The extensions were needed to avoid a lapse in services supporting the CIP while procurement for new on-call contracts was underway and to ensure a smooth transition for the new on-call contracts; and

WHEREAS, in preparation for a successor procurement to the existing on-call contracts, LAWA conducted extensive outreach with the business community, including roundtable discussions with small businesses, meetings with existing prime firms, and industry outreach events with hundreds of new and existing firms, to solicit feedback and identify opportunities to better engage business within Los Angeles. Topics included potential barriers for diverse, local, small, and disadvantaged businesses, and challenges of current contract terms and conditions; and

WHEREAS, as a result of those efforts, LAWA initiated a new Program Services Multiple Award Task Order Contracts (MATOC) procurement strategy which combined multiple on-call scopes into one Request for Qualifications (RFQ). The approach to LAWA's delivery method will enhance business inclusivity and provide alternative strategies for barriers to small/disadvantaged businesses, including disparity in contract amounts based on firm size standards. The MATOC



also enables interested firms to propose on a menu of scopes and services that best match their firm's skills, knowledge, and abilities; and

WHEREAS, the MATOC procurement model enabled LAWA to eliminate barriers to competition for small firms by [a] establishing three contract award levels based on business size categories (Small, Medium, and Large); [b] providing unlimited opportunities for micro small businesses to participate as subconsultants on multiple teams; [c] modifying insurance requirements to minimize upfront business expense; [d] establishing higher XBE goals and evaluation criteria scoring (14 points); and [e] most importantly, providing small firms with contract capacity equal to that of large firms; and

WHEREAS, the United States Small Business Administration's size standards were used to set the small business size level at \$37,000,000 in gross revenue based on a three (3)-year average; medium was set between \$37,000,000 – \$250,000,000 in annual gross revenue; and the large business size was set for firms exceeding \$250,000,000 in annual gross revenue; and

WHEREAS, in this procurement, Small Business Enterprise (SBE) participation was increased to 30%, and included goals for Local Business Enterprise (LBE) at 14%, Local Small Business Enterprise (LSBE) at 11%, and Disabled Veteran-Owned Business Enterprise (DVBE) at 2%, to maximize inclusive participation. Micro small businesses were allowed to participate and receive awards under multiple teams, if selected through the evaluation process. Micro small businesses have annual gross revenue which does not exceed \$5,000,000 (three (3)-year average). The improved approach resulted in increased participation by small prime firms and fostered a joint venture between a medium-sized firm and a micro small business; and

WHEREAS, in July 2023, LAWA issued the Program Services MATOC RFQ with the intent to establish a pool of pre-qualified professional consulting firms that would subsequently be invited to submit task order proposals relating to a defined scope of services; and

WHEREAS, applicants were asked to declare their status as a small, medium, or large company and submit a comprehensive Statement of Qualifications (SOQ) for services relating to a Base Scope and three (3) Optional Scope Categories. Each applicant team was required to propose on the Base Scope. Following are the scope categories:

- Base Scope:
  - PM/CM, and Project Controls Services
- Optional Scope 1:
  - Quality and Safety Services
- Optional Scope 2:
  - Inclusivity, Workforce, and Economic Impact Support Services
- Optional Scope 3:
  - Specialty Services (to include Communications and Public Education, American with Disabilities Act Expertise, Advisory Support, etc.); and

WHEREAS, applicants were required to demonstrate relevant skills, experience, and knowledge; show previous successful experience in delivering comparable projects; and provide resumes for any proposed Key Personnel's professional qualifications. Additionally, the SOQ required a detailed narrative describing how the applicant team planned to achieve the inclusivity and workforce development requirements, including the internship program, Mentor Protégé program, and engagement with K-12 Title 1 schools; and

WHEREAS, LAWA received SOQs from thirty-eight (38) applicant teams. The LAWA Strategic Sourcing Division reviewed each firm's administrative requirements and determined that all firms

passed. With ten (10) of the firms rejected for not meeting the minimum experience qualifications or not proposing on the required base scope, the Evaluation Panel reviewed the remaining twenty-eight (28) SOQs through a consensus evaluation process. Based on technical scores, twenty-one (21) teams were selected to advance to the Presentation/Interview phase; and

WHEREAS, at the conclusion of the Presentation/Interview phase, the Technical scores and Presentation/Interview scores for the twenty-one (21) teams were added together and ranked from highest to lowest in accordance with the small, medium, and large firm size categories (as identified in the RFQ). Based on the combined scores, LAWA recommends the following fifteen (15) applicant teams be awarded with a Program Services MATOC to form the new on-call bench of pre-qualified, highly-skilled staff to support LAWA's CIP:

- Large Team Size
  - 1 Anser Advisory Management LLC (Anser Advisory)
  - 2 Hill International Inc. (Hill International)
  - 3 Jacobs Project Management Co. (Jacobs)
  - 4 Parsons Transportation Group Inc. (Parsons)
- Medium Team Size
  - 1 COLAB LAWA LLC (COLAB JV)
    - Quest Project Controls Inc. dba CM Solutions
    - Morgner Construction Management
    - Anbessaw Consulting Inc. dba Quality Firm
    - Cornerstone Transportation Consulting Inc.
  - 2 Cordoba Corporation (Cordoba Corp)
  - 3 Lea+Elliott Inc. (Lea+Elliott)
  - 4 H.J. Russell & Company (HJ Russell)
  - 5 Vanir Construction Management Inc. (Vanir)
- Small Team Size
  - 1 C2PM
  - 2 CMTS LLC
  - 3 D'Leon Consulting Engineers Corporation (D'Leon)
  - 4 The Kennard Development Group dba KDG Construction Consulting (KDG)
  - 5 PSG JV
    - PADCOM Design & Construction Management Services LLC
    - SG Engineering Solutions
    - Project Management Technologies
    - Niche Project Controls & Consulting
  - 6 Simpson & Simpson Management Consulting Inc. (Simpson); and

WHEREAS, the applicant's inclusivity commitments, including its XBE Program and Certified Firm commitments and strategies identified in response to the RFQ, will become a part of the contract between LAWA and the applicant, along with any additional terms and conditions specified and required by LAWA; and

WHEREAS, following are the selected prime applicants' XBE commitments, and number of subconsultants, XBE subconsultants, and micro small businesses. Of the selected prime applicant teams, nine (9) committed to exceed the XBE participation levels established by LAWA. Additionally, eight (8) of the selected prime applicant teams will be a prime consultant for the first

time at LAWA. A total of sixty-three (63) unique micro small businesses are participating as subconsultants. Those micro small businesses may be on more than one team and therefore represent a total of 101 micro small businesses across the fifteen (15) selected prime applicant teams:

Prime Firm	XBE Commitments				Number of Subs	Number of XBE Subs	Number of Micro Subs
	SBE	LBE	LSBE	DVBE			
Anser Advisory	32%	17%	12%	4%	21	19	10
C2PM	50%	15%	15%	4%	25	22	11
CMTS LLC	50%	14%	11%	2%	10	9	6
COLAB JV	30%	14%	11%	2%	17	12	9
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HJ Russell	30%	14%	11%	2%	11	11	5
Hill International	30%	14%	11%	2%	28	19	9
Jacobs	30%	14%	11%	2%	33	22	11
KDG	100%	100%	100%	3%	12	12	2
Lea+Elliott	35%	20%	20%	2%	7	6	1
Parsons	30%	14%	11%	2%	20	17	1
PSG JV	80%	35%	25%	2%	10	9	4
Simpson	55%	14%	11%	2%	24	19	7
Vanir	30%	14%	11%	2%	20	14	11
Totals					271	218	101; and

WHEREAS, each applicant was required to submit an Inclusivity and Workforce Development Plan that details how the firm will achieve the XBE participation requirements that include (a) cashflow strategy for prompt payment; (b) the definition of the implementation of a Mentor Protege Program; (c) the strategy to implement an internship program that would have interns participate on the bench with meaningful work; and (d) a description of their engagement with K-12 Title 1 schools to create awareness and enthusiasm about science, technology, engineering, art, and math (STEAM)-related careers. Upon contract award, the prime applicants' Inclusivity and Workforce Development Plans will be reviewed, modified, and resubmitted to LAWA for final approval; and

WHEREAS, on January 12, 2024, Vikrum Deol of Deol-Pride JV, a non-selected firm, filed a protest related to not advancing to the interview stage and award. Following LAWA's production of various documents pertaining to the RFQ, including the fifteen (15) successful applicant teams' SOQs and scoring sheets in response to a Public Records Act request submitted by Vikrum Deol, the protest was reviewed by LAWA staff who determined that the protest does not have merit. Consequently, staff recommended continuing with the procurement process and awarding contracts to the recommended proposers; and

WHEREAS, in addition to project delivery, the Contracts will provide enterprise services to support the entire CIP program. Services include administering LAWA's Project Labor Agreement and HireLAX Program, performing safety training, coordinating utility and area shutdowns, managing the construction and noise hotline, providing information technology (IT) technical support for the

CIP project management and reporting system, and developing IT solutions to increase efficiency and productivity. LAWA's business partners have also been instrumental in assisting staff to refine the invoicing process to expedite payments to subconsultants and subcontractors and mentoring smaller firms to navigate LAWA's insurance and administrative requirements; and

WHEREAS, costs associated with the awards will continue to be managed through issuance of negotiated task orders based on specific scopes of work and associated fees. Labor and other direct costs will be allocated to the respective CIP projects. Distribution of the costs is estimated to be in support of (but not limited to) the following projects and services:

- > Landside Access Modernization Program
  - Automated People Mover
  - Auxiliary Curbs
  - Roadways, Utilities, and Enabling Work
- > Terminal Development Improvement Program
  - New Terminal 9 Project
  - New Concourse 0
  - Central Terminal Area Landscaping Improvements
  - Terminal Cores Project
  - Terminal 4 Baggage Handling System
  - Terminal 4/5 Modernization
  - Midfield Satellite Concourse South
  - Baggage Optimization
  - Wayfinding Enhancements
- > Airport Development Program
  - North Exit Taxiways
  - Cargo Redevelopment
  - Terminals 1, 5, 6, and 7 Mobile Generators
  - Taxiway D Extension
- > Program Services
  - Construction and Logistics Management
  - Shutdown and Area Coordination
  - Inclusivity and Business Enterprise Engagement
  - Safety Training
  - Risk Management
  - Claims Mitigation and Risk Management
- > Other LAWA Initiatives
  - Public Outreach and Education
  - Communications
  - As-Needed Subject Matter Expertise; and

WHEREAS, the total value of all task orders issued for performance and completion of the services under all MATOC Contracts awarded through this RFQ solicitation will not exceed \$950,000,000 over a five (5)-year term. Each awarded MATOC Contract will be for a term of five (5) years, with two (2) one-year renewal options exercisable at LAWA's sole discretion; and

WHEREAS, the funding authority is an estimate of the total combined value of all task orders that will be issued under the collective MATOC throughout the duration of the Contract. LAWA may use a combination of operating and capital funds to pay for costs incurred for the Contracts and related task orders; and

WHEREAS, the Program Services MATOC will support LAWA with delivery of its transformational CIP aimed to provide "Gold Standard" facilities and a world-class guest experience at LAX and VNY that include:

- Airfield Improvements (*airfield safety improvements, aircraft parking, etc.*)
- Land Redevelopment (*cargo, northside, West Campus, etc.*)
- Maintenance Projects (*routine maintenance, emergency response, etc.*)
- Resiliency Improvements (*electrical, security, seismic, etc.*)
- Technology Improvements (*automatic vehicle identification, etc.*)
- Terminal Development (*Terminal 2, Terminal 5, Tom Bradley International Terminal, etc.*)
- Transportation Optimization (*traffic signals, traffic management, etc.*); and

WHEREAS, this item, as a continuing administrative, maintenance and personnel-related activity, is exempt from California Environmental Quality Act (CEQA) requirements pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines; and

WHEREAS, all fifteen (15) selected Contractors will comply with the provisions of the Living Wage Ordinance, Affirmative Action Program, Child Support Obligations Ordinance, and Iran Contracting Act; and

WHEREAS, Procurement Services has reviewed this action (File 10639) and established goals of 30% SBE, 14% LBE, 11% LSBE, and 2% DVBE. Following are the Contractors' committed goals:

Vendor	Commitments			
	SBE	LBE	LSBE	DVBE
Anser Advisory	proposed 32%	proposed 17%	proposed 12%	proposed 4%
C2PM	pledged 50%*	pledged 15%*	pledged 15%*	pledged 4%*
CMTS LLC	pledged 50%*	pledged 14%*	pledged 11%*	pledged 2%*
COLAB JV	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*
Cordoba Corp	proposed 33.5%	proposed 19%	proposed 11%	proposed 3%
D'Leon	proposed 40%	proposed 25%	proposed 25%	proposed 3%
Hill International	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*
Jacobs	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*
KDG	proposed 100%	proposed 100%	proposed 100%	proposed 3%
Lea+Elliott	pledged 35%*	pledged 20%*	pledged 20%*	pledged 2%*
Parsons	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*
PSG JV	pledged 80%*	pledged 35%*	pledged 25%*	pledged 2%*
HJ Russell	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*
Simpson	pledged 55%*	pledged 14%*	pledged 11%*	pledged 2%*
Vanir	pledged 30%*	pledged 14%*	pledged 11%*	pledged 2%*; and

\*C2PM; CMTS LLC; COLAB JV, Hill International; Jacobs; Lea+Elliott; Parsons; PSG JV; HJ Russell, Simpson; and Vanir must submit an updated Subcontractor Participation Plan, prior to issuance of a Notice to Proceed.

WHEREAS, said Contractors must have approved insurance documents, in the terms and amounts required, on file with LAWA prior to issuance of a Notice to Proceed; and

WHEREAS, pursuant to Charter Section 1022, staff determined that the work specified on the Contract can be performed more feasibly or economically by an Independent Contractor than by City employees; and

WHEREAS, said Contractors have been assigned the following Business Tax Registration Certificate (BTRC) numbers:

Vendor	BTRC No.
Anser Advisory	0002634553-0001-1
C2PM	0000831926-0001-7
CMTS LLC	0002552840-0001-1
COLAB JV	
- Quest Project Controls Inc dba CM Solutions	0002425367-0001-7
- Morgner Construction Management	0000821204-0001-7
- Cornerstone Transportation Consulting Inc.	0003397070-0001-2
- Anbessaw Consulting Inc dba Quality Firm	0003180472-0001-6
Cordoba Corp	0000219215-0001-4
D'Leon	0000662887-0001-1
Hill International	0002277690-0001-6
Jacobs	0002417708-0001-1
KDG	0000513448-0001-8
Lea+Elliott	0000178833-0001-7
Parsons	0000148161-0001-2
PSG JV	
- Niche Project Controls & Consulting	0003337482-0001-0
- PADCOM Design & Construction Management Services LLC	0002910671-0001-2
- Project Management Technologies	0002532282-0001-3
- SG Engineering Solutions	0002461283-0001-4
HJ Russell	0003389307-0001-1
Simpson	0002819612-0001-5
Vanir	0000850999-0001-1; and

WHEREAS, said Contractors have each submitted the Contractor Responsibility Program Questionnaire and Pledge of Compliance, and will comply with the provisions of said program; and

WHEREAS, said Contractors have been determined by Public Works, Office of Contract Compliance, to be in full compliance with the provisions of the Equal Benefits Ordinance; and

WHEREAS, said Contractors will be required to comply with the provisions of the First Source Hiring Program for all non-trade LAX jobs; and

WHEREAS, said Contractors have submitted the Bidder Contributions CEC Form 55, and will comply with its provisions; and

WHEREAS, said Contractors have submitted the MLO Bidder Contributions CEC Form 50, and will comply with its provisions; and

WHEREAS, actions taken on this item by the Board of Airport Commissioners will become final pursuant to the provisions of Los Angeles City Charter Section 373;

NOW, THEREFORE, BE IT RESOLVED that the Board of Airport Commissioners adopted the Staff Report; determined that this action is exempt from California Environmental Quality Act (CEQA) requirements pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines; found that the work can be performed more economically or feasibly by an independent contractor than by City employees; further found that the protest is without merit and rejected; approved Award of fifteen (15) five-year Multiple Award Task Order Contracts, each with two (2) one-year renewal options, to [i] Anser Advisory Management LLC, [ii] C2PM, [iii] CMTS LLC, [iv] COLAB LAWA LLC, [v] Cordoba Corporation, [vi] D'Leon Consulting Engineers Corporation, [xii] H.J. Russell & Company, [viii] Hill International Inc., [ix] Jacobs Project Management Co., [x] The Kennard Development Group dba KDG Construction Consulting, [xi] Lea+Elliott Inc., [xii] Parsons Transportation Group Inc., [xiii] PSG JV, [xiv] Simpson & Simpson Management Consulting Inc., and [xv] Vanir Construction Management Inc. covering highly specialized consulting services in support of the Capital Improvement Program and other key initiatives, on an as-needed basis, at Los Angeles International Airport, Van Nuys Airport, and Palmdale landholdings, for total combined funding allocation not to exceed \$950,000,000; authorized the Chief Executive Officer, or designee, to execute said Contracts with Anser Advisory Management LLC, C2PM, CMTS LLC, COLAB LAWA LLC, Cordoba Corporation, D'Leon Consulting Engineers Corporation, H.J. Russell & Company, Hill International Inc., Jacobs Project Management Co., The Kennard Development Group dba KDG Construction Consulting, Lea+Elliott Inc., Parsons Transportation Group Inc., PSG JV, Simpson & Simpson Management Consulting Inc., and Vanir Construction Management Inc. after approval by the Los Angeles City Council and approval as to form by the City Attorney; and further authorized the Chief Executive Officer, or designee, to execute the two (2) one-year renewal options for said Contracts.

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I hereby certify that this Resolution No. 27907 is true and correct, as adopted by the Board of Airport Commissioners at its Regular Meeting held on Thursday, February 15, 2024.



Grace Miguel – Secretary  
BOARD OF AIRPORT COMMISSIONERS