

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

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Mayor

Board of Airport
Commissioners

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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
Cordoba Corp	32%	14%	12%	3%	20	17	6
D'Leon	40%	18%	25%	3%	13	10	8
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