



10  
Item Number

## Report to the BOARD OF AIRPORT COMMISSIONERS

Approver:

  
Teresa Mestas (Dec 11, 2022 07:32 PST)

Terri Mestas, Chief Development Officer

Meeting Date

12/15/2022

Reviewer:

  
Brian C. Ostler, City Attorney *EGR*

  
Justin Erbacci (Dec 11, 2022 22:37 PST)

Justin Erbacci, Chief Executive Officer

Needs Council Approval: ☐ Y

Reviewed for/by	Date	Approval Status	By
Finance	12/6/2022	<input checked="" type="checkbox"/> Y <input type="checkbox"/> NA	NEO
CEQA	12/1/2022	<input checked="" type="checkbox"/> Y	JO
Procurement	12/2/2022	<input type="checkbox"/> Y <input checked="" type="checkbox"/> Cond	QM
Guest Experience	12/1/2022	<input checked="" type="checkbox"/> Y	TB
Strategic Planning	12/1/2022	<input checked="" type="checkbox"/> Y	BNZ

### SUBJECT

Request to award a three-year contract with two (2) additional one (1)-year extension options to Ricondo & Associates, Inc., in the not-to-exceed amount of \$25,000,000, for Professional Consultation Services, to provide Environmental Technical and Expert Consulting Services for the modernization of the cargo facilities at Los Angeles International Airport, and to appropriate \$15,000,000 to begin the Environmental Process.

### 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. APPROVE the award of a three-year contract with two (2) additional one (1)-year extension options to Ricondo & Associates, Inc. to provide Environmental Technical and Expert Consulting Services for the modernization of cargo facilities at Los Angeles International Airport, in the not-to-exceed amount of \$25,000,000.
5. AUTHORIZE the Chief Executive Officer, or designee, to execute the contract with Ricondo & Associates upon approval as to form by the City Attorney.

## **DISCUSSION**

### **1. Purpose**

Award a three-year contract with two (2) additional one (1)-year extension options to Ricondo & Associates, Inc., for Environmental Technical and Expert Consulting Services for the proposed modernization of cargo facilities at Los Angeles International Airport (LAX), in the not-to-exceed amount of \$25,000,000. Ricondo & Associates will provide CEQA, National Environmental Policy Act (NEPA), and entitlement support services, including technical and environmental consulting, analysis, and documentation preparation. Additional services will include, but not be limited to, planning, urban design, and engineering services.

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

- None

### **3. Background**

Los Angeles World Airports (LAWA) has three main cargo areas totaling approximately 2.6 million square feet of space. In March 2022, LAWA assessed 27 existing buildings within an approximately 2.6 million square feet area. The assessment (Cargo Study) revealed that, while there are several facilities that have had significant recent investment in equipment and special handling areas/processes, many of the current cargo facilities are not compatible with current industry operating standards. Existing facilities and utilities are aged, and truck congestion is impacting landside operations. Due to the results of the assessment, LAWA decided to pursue efforts to modernize cargo facilities at LAX. These efforts included releasing a Request for Industry Comments (RFIC) in April 2022, for the modernization of cargo facilities. The purpose of the RFIC was to solicit feedback from the cargo industry on ways to modernize the facilities. Los Angeles World Airports used the feedback received from the RFIC respondents to continue to analyze its current assumptions and preliminary approach to the modernization of cargo facilities.

In October 2022, LAWA published a Request for Proposals to select a preferred developer to create an approach to resolve some of the existing cargo issues addressed in the Cargo Study. However, in order to resolve some of the issues, a complete environmental analysis and documentation pursuant to CEQA and NEPA must be conducted prior to deciding whether to approve the proposed modernization of cargo facilities at LAX.

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

This approval will provide authorization and funding to identify the environmental and entitlement work, conduct sensitivity analyses, define a project description, and begin the CEQA and NEPA process.

The environmental analysis and documentation needed for the modernization of the cargo facilities is complex, given the magnitude and the need to comply with Federal Aviation Administration safety standards. The proposed project would require close coordination between several responsible agencies at the local, state, and federal levels.

Ricondo & Associates' work would be pursuant to task orders with the initial anticipated work to include the following:

- Collaborate with the potential developer who would be responsible for supporting the progression of the environmental process and providing a sufficient level of detail to

allow for a meaningful analysis. Ricondo & Associates would review and analyze the potential developer's proposed draft development/conceptual plans, preliminary sequencing plans, demolition assumptions, cost estimates, and list of potentially feasible alternatives.

- CEQA (project and program level) Environmental Impact Report documentation which includes:
  - Development of a project description
  - Preparation of an Initial Study, Notice of Preparation, and collateral materials necessary for the environmental review process
  - Conducting of public scoping meetings
  - Collection and processing of project planning documents in preparation for environmental review
  - Initiation of sensitivity analysis, stakeholder, government agency and public outreach, and CEQA approval strategy
  - Preparation of a NEPA approval strategy consistent with the required CEQA analysis and documentation
  - Conducting all necessary technical studies to review and screen for potential environmental resource areas that will not be significantly impacted by the project

Ricondo & Associates would complete the initial phases of the CEQA and NEPA analysis and documentation and allow time for consultation with responsible agencies and the public. Los Angeles World Airports will return to the Board to request additional funding to complete the CEQA and NEPA process with specific information on the findings from the initial phases and the project.

Staff is requesting contract authority in the amount of \$25,000,000 to allow Ricondo & Associates to move forward with the necessary CEQA, NEPA, and entitlement documentation. As part of the overall contract, Ricondo & Associates will complete the environmental analyses and documentation pursuant to CEQA and NEPA, including:

- Analyzing the successful development team-proposed project components
- Developing implementation strategies
- Producing draft and final environmental documents
- Securing associated entitlements for the entire proposed project components
- Consulting and coordinating with the necessary regulatory agencies and public stakeholders

Ricondo & Associates also would assist LAWA with implementing a comprehensive community outreach strategy that would identify all pertinent federal, state, and local agencies, as well as community and neighborhood groups, which have a stake or interest in the cargo modernization at LAX. The outreach strategy would identify timing and frequency of outreach events with public and community groups as well as with the various federal, state, and local agencies.

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

This action advances this strategic goal and objective: *Sustain a Strong Business: Operate sustainably – balancing economic, social and environmental responsibilities.* Los Angeles International Airport processed approximately 3.95 million tons of cargo/mail in 2021<sup>1</sup>, and

---

<sup>1</sup> LAX Specific Plan Aviation Activity Analysis Report (CY 2021): [https://www.lawa.org/-/media/lawa-web/lawa-our-lax/studies-and-reports/aviation-activity-analysis/2021-aviation-activity-analysis\\_final.ashx](https://www.lawa.org/-/media/lawa-web/lawa-our-lax/studies-and-reports/aviation-activity-analysis/2021-aviation-activity-analysis_final.ashx)

per Airports International Council, LAX is ranked fourth in the United States and eighth worldwide<sup>2</sup>. The modernization of existing cargo facilities at LAX would allow LAWA to deliver an optimal development plan that would increase revenue by generating new revenue streams beyond the land rent it primarily collects from cargo tenants today; it would increase the transparency of and influence on the tenants' cargo operations since LAWA currently has very little insight into the operations of cargo tenants and is looking to become an engaged partner with a preferred selected developer. Current cargo facilities are outdated and do not meet the needs of the evolving high-tech cargo logistics operations in place at many airports across the globe. The modernization of the facilities would resolve this issue and improve the end-user experience.

## 5. Selection Process

On August 31, 2022, LAWA issued and posted a Request for Proposals on the Regional Alliance Marketplace for Procurement site. Los Angeles World Airports held a pre-bid conference on September 13, 2022. Two proposals were received on November 2, 2022, from the firms listed below:

- Landrum & Brown
- Ricondo & Associates

Los Angeles World Airports held interviews with the proposing firms on November 16, 2022, and proposals were rated independently by a five-member, senior-level Evaluation Panel.

The Panel evaluated the proposal according to the following criteria:

Part	Criteria Description	Criteria Score / Weight			
A	Administrative Requirements				
	Administrative Submittal	Pass/Fail			
B	Technical Criteria	Max Review Score	Weight	Max Weighted Points	Minimum Qualifying Weighted Score*
B1	B. Minimum Qualifications	Pass/Fail			
B2	C. Firm Experience	10	10	100	
	D. Key Personnel	10	12	120	
	E. Approach To Project Scope	10	12	120	
	F. Team Structure	10	8	80	
	G. Inclusivity	10	8	80	
	Sub-Total Points			500	400
	Interview	10	30	300	
	Total Weighted Technical Points			800	
C	Cost Proposal				
	Proposed Multipliers	200			

<sup>2</sup> Airports International Council: <https://airportscouncil.org/intelligence/full-and-historical-airport-traffic-data/>



The Evaluation Panel selected Ricondo & Associates to provide Environmental Technical and Consulting Services for LAWA. This determination was based on Ricondo & Associates team's in-depth knowledge and direct experience at LAX with similar projects. Furthermore, Ricondo & Associates proved that they are well versed in understanding the complex challenges and issues at LAX and provided a well thought out approach to address the complex issues associated with the modernization of cargo at LAX.

## **6. Fiscal Impact**

The Cargo Modernization Program is included in LAWA's 2022 Capital Improvement Plan (CIP). With approval of this item, the 2022 CIP will be increased by \$15,000,000, equal to the amount of the appropriations requested for this item.

## **7. Alternatives Considered**

- **Take No Action**

If the proposed action is not approved, Los Angeles World Airports will be unable to resolve the existing cargo issues.

## **APPROPRIATIONS**

Staff requests that a not-to-exceed amount of \$15,000,000 be appropriated from the LAX Revenue Fund to WBS 1.23.03A-700 (Cargo Modernization Program).

## **STANDARD PROVISIONS**

1. This action, as a continuing administrative 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. Ricondo & Associates will comply with the provisions of the Living Wage Ordinance.
5. Procurement Services has reviewed this action (File No. 10335) and set a mandatory 20% Small Business Enterprise (SBE), 10% Local Business Enterprise (LBE), 3% Local Small Business Enterprise (LSBE) and 2% Disadvantaged Veteran Business Enterprise (DVBE) goal for this project. Ricondo & Associates committed to meet LAWA's participation goals.
6. Ricondo & Associates will comply with the provisions of the Affirmative Action Program.
7. Ricondo & Associates, Inc. has been assigned Business Tax Registration Certificate Number 0000951699-0001-0.
8. Ricondo & Associates, Inc. will comply with the provisions of the Child Support Obligations Ordinance.

9. Ricondo & Associates, Inc. will have approved insurance documents, in the terms and amounts required, on file with Los Angeles World Airports prior to issuance of a Notice to Proceed.
10. Pursuant to Charter Section 1022, staff determined the work specified in the proposed contract can be performed more feasibly or economically by an Independent Contractor than by City employees.
11. Ricondo & Associates, Inc. has submitted the Contractor Responsibility Program Questionnaire and Pledge of Compliance and will comply with the provisions of the Contractor Responsibility Program.
12. Ricondo & Associates, Inc. must be determined by Public Works, Office of Contract Compliance, to be in full compliance with the provisions of the Equal Benefits Ordinance prior to execution of the contract.
13. Ricondo & Associates, Inc. will comply with the provisions of the First Source Hiring Program.
14. Ricondo & Associates, Inc. has submitted the Bidder Contributions CEC Form 55 and will comply with the provisions.
15. Ricondo & Associates, Inc. has submitted the Municipal Lobbying Ordinance CEC Form 50 and will comply with the provisions.
16. Ricondo & Associates, Inc. has submitted the Iran Contracting Act of 2010 Compliance Affidavit and will comply with the provisions.

**CONTRACT BETWEEN THE  
CITY OF LOS ANGELES AND RICONDO & ASSOCIATES, INC.  
FOR THE ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES FOR  
THE CARGO MODERNIZATION PROJECT  
AT LOS ANGELES INTERNATIONAL AIRPORT**

THIS CONTRACT, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2022, by and between the **CITY OF LOS ANGELES**, a municipal corporation and charter city (hereinafter referred to as "City"), acting by order of and through its Board of Airport Commissioners (hereinafter referred to as "Board") of the Department of Airports (hereinafter referred to as "LAWA"), and **RICONDO & ASSOCIATES, INC.**, (hereinafter also referred to as "Consultant"),

**RECITALS**

WHEREAS, LAWA by action of the Board; approved and authorized the issuance of a Request for Proposals (hereinafter referred to as "RFP") for the on-call services desired for the project entitled "**Environmental Technical and Expert Consulting Services for the Cargo Modernization Project**" (hereinafter referred to as "Project") for LAWA; and

WHEREAS, in response to said RFP, Consultant was determined to be the Proposer with the lowest ultimate cost to the City for the Project; and

WHEREAS, Consultant has represented it is engaged and an expert in the business of performing consulting services of the type sought by LAWA; and

WHEREAS, LAWA is responsible for the management and administration of this contract; and

WHEREAS, LAWA will designate its representative(s) to work with Consultant, and thereupon it will be incumbent upon Consultant to, at all times, keep said LAWA representative(s) fully informed of all Services-related activities;

NOW THEREFORE, for and in consideration of the premises, and of the terms, covenants and conditions hereinafter contained to be kept and performed by the respective parties hereto, IT IS MUTUALLY AGREED AS FOLLOWS:

**Section 1.0 Incorporation by Reference.**

It is expressly understood and agreed that the following Exhibits have been marked and are by this reference incorporated into and made a material part of this Contract: Exhibit "A" – "Scope of Services" (referred herein to as "Services"); Attachment "3" – Multiplier and Fees; Exhibit "B" Cost Reimbursable Guidelines; and Exhibit "C" – First Source Hiring Program for Airport Employees; (referred herein as the "Contract Documents") and any document referenced in said documents, and each of the parties does hereby expressly covenant and agree to carry out and fully perform each and all of the provisions of said documents upon its part to be performed. It is further expressly understood and agreed that LAWA's RFP (including its Administrative Requirements, Attachments, and Addenda) is, by this reference, incorporated into and made a material part of this Contract as though fully set forth herein. Consultant expressly acknowledges that this Contract is based upon the performance requirements contained in the RFP. Any conflict between this Contract and the Contract Documents shall be resolved in favor of this Contract.

**Section 2.0 Term of Contract.**

Notwithstanding any other provision herein, the term of this Contract shall be for a period of three (3) years commencing upon the date of issuance by LAWA to Consultant of a Notice-to-Proceed subject, however, to earlier termination pursuant to the terms of this Contract. LAWA may exercise two (2), one (1) year renewal options, subject to the approval of its Board of Airport Commissioners (Board) and City Council.

**Section 3.0 CEQA Compliance Conditions.**

3.1. LAWA and Consultant acknowledge and agree that the obligations of the parties under this Contract are conditioned on LAWA complying with and completing the California Environmental Quality Act ("CEQA") process in connection with the Project, and the expiration of



the applicable period for any challenge to the adequacy of LAWA's compliance with CEQA without any challenge being filed. LAWA and Consultant acknowledge that compliance with CEQA may require modifications to the Project and agree that any modifications made to the Project as a result of compliance with CEQA may necessitate amendments to this Contract in a mutually acceptable manner. Neither party shall be bound hereby unless and until the CEQA process is completed, and there is no possibility of a challenge pursuant to CEQA.

3.2. Mitigation measures and other potential changes or alternatives to the Project, required in connection with project level environmental reviews pursuant to CEQA, will be addressed and added to the scope of the Project as needed. This Contract does not authorize the commencement of any activity on the Project prior to completion of the appropriate environmental review and LAX Plan Compliance approval. No work may commence under the Contract until Consultant has received a Task Order.

3.3. With respect to the studies, pre-planning, planning, and design services enumerated in Exhibit "A", "Scope of Services," this Contract is not legally binding, will not take legal effect, and no services may commence until Consultant has been given a Task Order.

#### **Section 4.0 Services to be Performed by Consultant.**

4.1. Scope of Services. Consultant agrees to perform all Services in strict compliance with Exhibit "A", "Scope of Services". All work shall be assigned in written Task Orders issued by LAWA and as may be further described in this Contract, including the Contract Documents, and all documents incorporated herein or that may be referenced.

4.2. Incidental Work. It is expressly understood and agreed that Consultant shall perform all incidental work required to complete the Services as described in Exhibit "A", "Scope of Services" and by Task Orders, including work for which no specific proposal item(s) was/were included, and/or including work which is required to furnish final, finished and detailed work consistent with and fulfilling the intent of the Contract and Contract Documents. All such incidental

work shall not be considered extra work for which additional compensation can be claimed by Consultant.

4.3. Deliverables. In its performance of the Services, Consultant agrees to provide any deliverables defined in specific Task Orders to this Contract, and as may be further described in this Contract, including all Contract Documents, and all documents incorporated herein or that may be referenced.

4.4. During the term of this Contract, Consultant shall, at all times, comply with all applicable laws, rules and regulations, of any and all City, State and Federal agencies, including, but not limited to, the Federal Aviation Administration (FAA), Transportation Security Administration (TSA), the Department of Transportation (DOT), which may have jurisdiction over, or be concerned with, the programming and planning of Project tasks. Consultant shall work with LAWA in resolving any conflicting legal authorities and/or requirements: however, to the extent resolution of conflicts is not possible, LAWA's determination will be final.

4.5. If a change in the applicable laws, rules or regulations causes an increase in the scope of work or services to be performed by Consultant pursuant to this Contract, then the parties hereto shall agree upon additional compensation, if any, to be paid to Consultant therefore, and this Contract shall be amended, if authorized, in writing, by LAWA prior to the performance by Consultant of said increased work or service.

**Section 5.0 Task Orders.**

5.1. Any Services to be provided by Consultant shall only be performed pursuant to Task Orders that provide a detailed description of either the Services or tasks to be performed and the job classifications to be provided, the time frame for the work to be performed, the not to exceed amount to be charged, and any estimated expenses. Consultant shall be compensated according to the Task Order and the guidelines established herein for the services provided.

5.2. Consultant shall provide a complete detailed proposal for each Task Order. The Task Order may be written to cover one or more job classifications from the attached list of positions in Exhibit B or other job classification(s) as agreed to and approved by LAWA.

5.3. Task Orders and any and all amendments to Task Orders shall be in writing and signed by LAWA and Consultant.

5.4. This is a non-exclusive Contract and the City and LAWA are only obligated to Consultant for the scope and amount authorized within any given executed Task Order.

**Section 6.0 Time Periods for Completion of Consultant's Services.**

6.1. It is understood and agreed that time is of the essence in the performance of each task(s), and phases within each task(s), under this Contract. The Services and any defined deliverables shall be completed and delivered to LAWA in a prompt and timely fashion to an agreed upon schedule between the LAWA and Consultant so as to permit the effective review and employment of the deliverables by LAWA during and throughout the performance of the Project.

6.2. The time during which Consultant is delayed in its work by the acts or neglect of LAWA, or by LAWA's employees or those under it by Contract or otherwise, by court order, by acts or failures to act of local, State and Federal Agencies, and the airlines, or by acts of God which Consultant could not reasonably have foreseen and provided for, and which are not caused by, or the continuance of which are not due to, any fault or negligence on the part of Consultant, shall be added to the applicable period for completion of Consultant's services under this Contract, but LAWA shall not be liable to Consultant for any damages on account of any such delay(s).

**Section 7.0 Payment for Services.**

7.1 For all Services rendered under this Contract, all costs, direct or indirect, and for all expenses incurred by Consultant pursuant to this Contract, LAWA shall pay Consultant, subject to the maximum hourly rates and cost schedules set forth in "Exhibit B" attached hereto and

incorporated herein, on either (1) a mutually agreed-upon lump sum basis, (2) a direct time and material basis, or (3) a fixed fee basis.

7.2 For all Services rendered under this Contract, all costs, direct or indirect, and for all expenses incurred by Consultant pursuant to this Contract, the total compensation to be paid to the Consultant for all services rendered under this contract shall not exceed the total sum of twenty-five million Dollars (\$25,000,000.00).

7.3 LAWA, in consultation and agreement with the Consultant, may add to the job classification(s), and or sub-consultants listed on Exhibit "B," indicating corresponding hourly rates for such additional personnel. Any such addition(s) of personnel, and/or of sub-consultants, shall not entitle Consultant to any additional compensation beyond what is specified in Subsections 7.1 and 7.2 herein.

7.4. LAWA reserves the right to request the use of specific billing templates supplied by LAWA and any additional substantiation regarding any request for payment if LAWA considers such additional substantiation to be in the best interests of LAWA. LAWA will process each request for payment, following LAWA's normal procedure, upon approval of the request for payment by LAWA.

7.5. All payment requests submitted by Consultant for Services (performed by Consultant, its sub-consultants or both) shall be certified by a duly authorized and knowledgeable officer of Consultant in a statement containing the following:

*"I certify, under penalty of perjury, under the laws of the State of California, that to the best of my knowledge and belief, the above bill/invoice is just, true and correct according to the terms of this Contract, and that payment therefore has not been received."*

7.6. Consultant shall perform a thorough Quality Assurance (QA)/Quality Control (QC) of each monthly invoice prior to submitting the same to LAWA. Any errors discovered in the Consultants invoicing will be brought to the Consultant's attention during the review cycle and the Consultant will be given a short time frame of approximately 2-3 days to correct any issues or



provide adequate level of support documentation in order to keep the invoice in process. Should the correction not be made in the time specified, the charges will be removed and the invoices short paid. Should the charges be supported after the deadline, they may be resubmitted in the next month's invoice for consideration; however if deemed in error or unallowable a second time, the Consultant waives its right to payment for these charges.

7.7. Unless otherwise specifically directed by LAWA, Consultant shall submit all pertinent timesheets for itself, and for all sub-consultants, that relate to each of its submitted monthly invoice(s). Consultant shall also maintain, in a form subject to audit, and in accordance with generally accepted accounting principles, backup documentation to support all entries in each submitted billing statement. Such documentation shall be made available to LAWA, and to its duly authorized representative(s), upon request by LAWA.

7.8 LAWA shall not be required to make payments for work not yet performed, nor for work deemed unsatisfactory by LAWA. The parties agree that the Chief Executive Officer of LAWA or his or her designee (hereinafter "CEO"), shall make the final determination as to when Consultant's Services, or any part thereof, have been satisfactorily performed or completed to justify release of any given payment to Consultant under this Contract.

7.9. LAWA, the FAA, the Comptroller General of the United States, or any of their duly authorized representatives, shall have access to any books, documents, papers and records, of Consultant, and/or of sub-consultants, which are directly pertinent to this Contract, for the purpose of making audits, examinations, excerpts and transcriptions. Consultant shall maintain "records", including, but not limited to, books, documents, accounting procedures and practices, and other data, regardless of type and regardless of whether such items are in written form, in the form of computer data, or in any other form, sufficient to properly reflect all costs claimed to have been incurred under this Contract. Consultant shall make available to LAWA and to the Comptroller General, upon request and within a reasonable time, such records, materials and other evidence described herein for examination, audit or reproduction. Such records related to this Contract

work shall be maintained and made available by Consultant for three (3) years after final payment on, final termination settlement of, or final dispute resolution of, this Contract, whichever is later. To the extent that an audit by the City, City's independent auditors, consultants, or their designees discloses excess charges inaccurately or improperly invoiced or allocated to this Contract by the Consultant or its sub-consultants, Consultant agrees to remit the amount of the overpayment to the City upon demand. If such audit discloses an overcharge of two percent (2%) or more of the total amount invoiced to the City for any year audited, and such audit is correct, Consultant shall pay the actual cost of such audit, which cost, in the case of audits conducted by City's auditors or City using in house staff, shall be computed on the basis of two (2) times the direct payroll of the audit staff completing the audit and audit report. Should audit disclose an underpayment to Consultant, City shall promptly remit the amount of the underpayment to the Consultant. The foregoing obligations to pay in the event of an overcharge do not apply to errors discovered in the processing of Applications for Payment in the ordinary course of business or to adjustments in the Consultant's Rate in Exhibit B. Consultant shall include, in any and all sub-consultant agreements under this Contract that exceed One Hundred Thousand Dollars (\$100,000.00), a provision setting forth the record retention requirements specified in this paragraph.

7.10 Consultant shall pay to any sub-consultant, not later than seven (7) days after receipt of each payment, the respective amounts allowed the Consultant on account of work performed by the sub-consultants, to the extent each sub-consultant's interest therein. In the event that there is a good faith dispute over all or any portion of the amount due on a payment due from the Consultant, the Consultant may withhold no more than 150 percent of the disputed amount. Consultant shall include this provision in all sub-consultant agreements.

## **Section 8.0    Application for Payment**

8.1. Consultant shall submit a separate request for payment (hereinafter "Request for Payment") only on a monthly basis, or as directed by LAWA, for Services completed during the billing period. Each Request for Payment shall contain documentation acceptable to LAWA and

the City. Such documentation shall include invoices for reimbursable expenses, applicable employee time sheets, identification of the scope of work completed, billing by personnel and job classifications and the applicable billing rates. Costs shall be broken down by direct labor costs, indirect field overhead rate, Fee, and other direct costs (ODCs). All requests for payments/invoices must be in accordance with Exhibit "C", "Cost Reimbursable Guidelines." Each Request for Payment shall also contain a cumulative total of all monthly billings, shall identify cost broken down per Task Order, Task Order authorization amount, the monthly billing applicable to each Task Order, and a cumulative total applicable to each Task Order.

8.2. The Consultant shall also submit with each monthly Requests for Payment, a print out of its B2G "Contract Audit Summary" or, for Contracts not utilizing B2G, a "SubConsultant's Small Business/Local Business/Local Small Business/Disabled Veteran Business Utilization Form." The failure to submit said documentation with the Request for Payment, will result in delaying the processing of said Request for Payment.

8.3. LAWA reserves the right to require additional substantiation regarding any Request for Payment if LAWA considers such additional substantiation to be in the best interest of LAWA. LAWA shall process the Request for Payment, following LAWA's normal procedure, upon approval of said request by LAWA.

8.4. The parties agree that time is of the essence in the submission of any charge, invoice or Request for Payment and agree that, as a condition precedent to Consultant's right to payment, Consultant shall submit any charge, invoice or Request for Payment no later than 120 days from the last date of service for which payment is sought. The parties agree that Consultant waives its right to payment for any charge, invoice or Request for Payment submitted more than 120 days from the last date of services for which payment is sought.

## **Section 9.0 Insurance**

9.1. Consultant shall procure at its expense, and keep in effect at all times during the term of this Contract, the types and amounts of insurance specified in the Administrative

Requirements. The specified insurance shall also, either by provisions in the policies or by endorsement attached to such policies, specifically name the City, LAWA, its Board and all of City's officers, employees and agents, their successors and assigns, as additional insureds, against the areas of risk described in the Administrative Requirements as respects Consultant's acts or omissions in its operations, use, and occupancy of any property owned or operated by LAWA or other related functions performed by or on behalf of Consultant in, on or about any property owned or operated by LAWA.

9.2. Waiver of Subrogation. For commercial general liability insurance, workers' compensation insurance, and employer's liability insurance, the insurer shall agree to waive all rights of subrogation against LAWA for Losses arising from activities and operations of Consultant insured in the performance of Services under this Contract.

9.3. Sub-consultants. Consultant shall include all of its sub-consultants as insureds under its policies or shall furnish separate certificates and endorsements for each sub-consultant. All coverages for sub-consultants shall be subject to all of the requirements stated in this Contract unless otherwise agreed to in writing by the CEO and approved as to form by the City Attorney.

9.4 Each specified insurance policy (other than Workers' Compensation and Employers' Liability and fire and extended coverages) shall contain a Severability of Interest (Cross Liability) clause which states, "It is agreed that the insurance afforded by this policy shall apply separately to each insured against whom claim is made, or suit is brought, except with respect to the limits of the company's liability," and a Contractual Endorsement which shall state, "Such insurance as is afforded by this policy shall also apply to liability assumed by the insured under this Agreement with the City of Los Angeles." Additionally, Consultant's Commercial General Liability policy ("Policy") shall provide Contractual Liability Coverage, and such insurance as is afforded by the Policy shall also apply to the tort liability of the City assumed by the Consultant under this Contract.



9.5. All such insurance shall be primary and noncontributing with any other insurance held by City's Department of Airports where liability arises out of, or results from, the acts or omissions of Consultant, its agents, employees, officers, invitees, assigns, or any person or entity acting for, or on behalf of, Consultant.

9.6. Such policies may provide for reasonable deductibles and/or retentions acceptable to the CEO of LAWA, based upon the nature of Consultant's operations and the type of insurance involved.

9.7. City shall have no liability for any premiums charged for such coverage(s). The inclusion of City, its Department of Airports, its Board, and all of its officers, employees and agents, and their agents and assigns, as additional insureds, is not intended to, and shall not, make them, or any of them, a partner or joint venture of Consultant.

9.8. In the event Consultant fails to furnish LAWA evidence of insurance and maintain the insurance as required under this Section, LAWA, upon ten (10) days' prior written notice to Consultant of its intention to do so, shall have the right to secure the required insurance at the cost and expense of Consultant, and Consultant agrees to promptly reimburse LAWA for the cost thereof, plus fifteen percent (15%) for administrative overhead.

9.9. At least ten (10) days prior to the expiration date of any of the above policies, documentation showing that the insurance coverage has been renewed or extended shall be filed with LAWA. If any such coverage is cancelled or reduced, Consultant shall, within fifteen (15) days of such cancellation or reduction of coverage, file with LAWA evidence that the required insurance has been reinstated or is being provided through another insurance company or companies.

9.10. Consultant shall provide proof of all specified insurance and related requirements to LAWA either by production of the actual insurance policy(ies), by use of LAWA's own endorsement form(s), by broker's letter acceptable to LAWA in both form and content in the case of foreign insurance syndicates, or by other written evidence of insurance acceptable to LAWA.

The documents evidencing all specified coverages shall be filed with LAWA prior to the Consultant performing the Services hereunder. Such documents shall contain the applicable policy number(s), the inclusive dates of policy coverage(s), the insurance carrier's name(s), and they shall bear an original or electronic signature of an authorized representative of said carrier(s), and they shall provide that such insurance shall not be subject to cancellation, reduction in coverage or non-renewal, except after the carrier(s) and the Consultant provide actual, written notice (by Certified Mail) to the City Attorney of the City of Los Angeles at least thirty (30) days prior to the effective date thereof.

9.11. LAWA and Consultant agree that the insurance policy limits specified in this Section and Administrative Requirements shall be reviewed for adequacy annually throughout the term of this Contract by LAWA, who may thereafter require Consultant to adjust the amount(s) of insurance coverage(s) to whatever amount(s) LAWA deems to be adequate. LAWA reserves the right to have submitted to it, upon request, all pertinent information about the agent(s) and carrier(s) providing such insurance.

**Section 10.0 City Held Harmless.**

10.1. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold harmless City and any and all of City's Boards, officers, agents, employees, assigns and successors in interest from and against any and all suits, claims, causes of action, liability, losses, damages, demands or expenses (including, but not limited to, attorney's fees and costs of litigation), claimed by anyone (including Consultant and/or Consultant's agents or employees) by reason of injury to, or death of, any person(s) (including Consultant and/or Consultant's agents or employees), or for damage to, or destruction of, any property (including property of Consultant and/or Consultant's agents or employees) or for any and all other losses, founded upon or alleged to arise out of, pertain to, or relate to the Consultant's and/or sub-consultant's performance of the Contract, whether or not contributed to by any act or omission of City, or of any of City's Boards, officers, agents or employees; Provided, however, that where such suits, claims, causes of action,

liability, losses, damages, demands or expenses arise from or relate to Consultant's performance of a "Construction Contract" as defined by California Civil Code section 2783, this paragraph shall not be construed to require Consultant to indemnify or hold City harmless to the extent such suits, causes of action, claims, losses, demands and expenses are caused by the City's sole negligence, willful misconduct or active negligence; Provided further that where such suits, claims, causes of action, liability, losses, damages, demands or expenses arise from Consultant's design professional services as defined by California Civil Code section 2782.8, Consultant's indemnity obligations shall be limited to allegations, suits, claims, causes of action, liability, losses, damages, demands or expenses arising out of, pertaining to, or relating to the Consultant's negligence, recklessness or willful misconduct in the performance of the Contract.

10.2. In addition, and consistent with the requirements of Section 12.6 below, Consultant agrees to protect, defend, indemnify, keep and hold harmless City, including its Boards, Departments and City's officers, agents, servants and employees, from and against any and all claims, damages, liabilities, losses and expenses arising out of any threatened, alleged or actual claim that the end product provided to LAWA by Consultant violates any patent, copyright, trade secret, proprietary right, intellectual property right, moral right, privacy, or similar right, or any other rights of any third party anywhere in the world. Consultant agrees to, and shall, pay all damages, settlements, expenses and costs, including costs of investigation, court costs and attorney's fees, and all other costs and damages sustained or incurred by City arising out of, or relating to, the matters set forth above in this paragraph of the City's "Hold Harmless" agreement.

10.3. In Consultant's defense of the City under this Section, negotiation, compromise, and settlement of any action, the City shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals there from, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.

10.4. Survival. The provisions of this Section 10 shall survive the expiration or earlier termination of this Contract.

**Section 11.0 Hazardous Materials and Other Regulated Substances.**

Consultant shall comply with Hazardous and Other Regulated Substances provision in the Administrative Requirements.

**Section 12.0 Intellectual Property Ownership and Rights.**

12.1. Ownership. All work products originated and prepared by Consultant or its sub-consultant of any tier under this Contract shall be and remain the property of LAWA for its use in any manner it deems appropriate; provided, however, that any use unintended under this Contract, or modification or alteration of the work products without the direct involvement of the Consultant shall be without liability to Consultant. Work products are all works, tangible or not, created under this Contract for LAWA including, without limitation, documents, material, data, reports, manuals, specifications, artwork, drawings, sketches, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas matters and combinations thereof, and all forms of intellectual property therein. To the extent applicable under the U.S. Copyright Act, all works created by Consultant under this Contract are work-made-for-hire created for the sole benefit and ownership of LAWA. Consultant hereby assigns, and agrees to assign to LAWA, all goodwill, copyrights and trademarks in all work products originated and prepared by Consultant under this Contract. Consultant further agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. This paragraph shall survive expiration or termination of this Contract.

12.2. Obligations on Sub-consultant. Any sub-consultant agreement entered into by Consultant relating to this Contract, to the extent allowed hereunder, shall include a like provision (on LAWA's ownership in work products) for work to be performed under this Contract to Contractually bind or otherwise oblige its sub-consultants performing work under this Contract such that LAWA's ownership rights of all work products are preserved and protected as intended



herein. Failure of Consultant to comply with this requirement or to obtain the compliance of its sub-consultant(s) with such obligations shall subject Consultant to all remedies allowed under law and termination of this Contract.

12.3. Use of Work Products by Third Parties. Consultant shall not make available, provide or disclose any work product to any third party without prior written consent of LAWA.

12.4. No Transfer of Pre-Existing Intellectual Property. Nothing herein may be construed to transfer to LAWA any ownership, interest or right in any of the Consultant's intellectual property, trade secrets or know-how that is pre-existing before commencement of this Contract, or that is derived independent of Consultant's performance of this Contract.

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

12.6. Indemnification of Third Party Intellectual Property Infringement Claims.  
Consistent with the Hold Harmless provisions herein, Consultant will defend at its sole expense and hold harmless in any infringement claim, demand, proceeding, suit or action ("Action" hereinafter), LAWA, including its Board, commissioners, officers, directors, agents, employees, or affiliates ("LAWA Defendants") for any threatened, alleged, or actual Action that the work product provided to LAWA by Consultant violates any patent, copyright, trade secret, proprietary right, intellectual property right, privacy, or similar rights of any third party anywhere in the world (collectively hereinafter "Intellectual Property right(s)") Consultant also shall indemnify LAWA against any loss, cost, expense, liability, and damages awarded against LAWA or settlement as a consequence of such Action. Under no circumstances is Consultant liable under this subsection to defend and hold LAWA harmless, where LAWA licenses or sublicenses for profit any of the intellectual property rights in the work product to a third-party whose use of the intellectual

property gives rise to the alleged infringement and whose use is not in any way part of the intended use for the benefit of LAWA under this Contract.

12.7. In Consultant's defense of LAWA Defendants, negotiation, compromise, and settlement of any such infringement Action, LAWA shall retain discretion in and control of the litigation, negotiation, compromise, settlement, and appeals there from, as required by the Los Angeles City Charter, particularly Article II, Sections 271, 272 and 273 thereof.

12.8. Where any work product furnished by Consultant is in a form of software or firmware ("Vehicle"), and if any part of the such Vehicle (a) becomes the subject of an Action, (b) is adjudicated as infringing a third party's Intellectual Property right, or (c) has its use enjoined or license terminated; Consultant shall, with LAWA's consent, do one of the following immediately. Consultant shall at its expense either:

- i) Procure for LAWA the right to continue using said part of the Vehicle; OR
- ii) Replace the Vehicle with a functionally equivalent, non-infringing product.

Exercise of any of the above-mentioned options shall not cause undue business interruption to LAWA or diminish the intended benefits and use of the work product by LAWA under the specifications herein.

12.9. Rights and remedies available to LAWA hereinabove shall survive the expiration or other termination of this Contract. Further, the rights and remedies are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States, the State of California, and the City. This Paragraph shall survive the expiration or other termination of this Contract.

12.10. Consultant's Trade Secrets. Trade Secrets, as used in this Contract, are defined in California Government Code Section 6254.7 and California Evidence Code Section 1061(a)(1) and may include, but are not limited to, any formula, plan, pattern, process, tool, mechanism, compound, procedure, production data, or compilation of information which is not patented, which is known only to certain individuals within a commercial concern who are using it

to fabricate, produce, or compound an article of trade or a service having commercial value and which gives its user an opportunity to obtain a business advantage over competitors who do not know or use it. No work products or deliverables created and delivered to LAWA under this Contract may constitute Trade Secrets of Consultant.

12.11. Consultant hereby stipulates that LAWA is not nor expected to be in possession of any of Consultant's Trade Secrets. In the unlikely event that Consultant reveals any of its Trade Secrets (that is so marked conspicuously on every page) to LAWA to further the intent and purpose of this Contract and so notifies LAWA in writing that it has revealed its Trade Secrets to LAWA, then LAWA agrees to notify Consultant of any request made pursuant to the California Public Records Act, Cal. Gov. Code, § 6250 et seq., ("CPRA") that includes Consultant's Trade Secrets. LAWA may disclose any of Consultant's Trade Secrets if Consultant does not object in writing to LAWA after 10 calendar days from the notice mailing date by LAWA to Consultant of the CPRA request.

12.12. Unless expressly stated otherwise, for all pre-existing third-party and Consultant's intellectual property (if any), including software, required to operate or use any work product delivered by Consultant, Consultant hereby grants and will cause others to grant LAWA (including its agents and consultants) a royalty-paid, perpetual, irrevocable license to use such pre-existing intellectual property internally by LAWA (including its agents and consultants).

**Section 13.0 Standard of Care.**

13.1. Consultant's services rendered in the performance of this Contract shall conform to the generally accepted professional standards of a specialist who provides professional services for major international airports of the type, scope, quality and complexity described in the Scope of Services.

13.2. Consultant shall assure the standard of care provided for is met by providing effective supervision and peer review as necessary to provide for quality control and quality assurance of the design.

13.3. Consultant shall, at its own expense, promptly correct each and every error and/or omission for which it is responsible, whether or not the result of failure to meet the standard of care, and whether committed by it or a sub-consultant or sub-sub-consultant of it. Consultant's obligation in this regard is in addition to all other legal and contractual obligations of Consultant.

**Section 14.0 Independent Consultant.**

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

**Section 15.0 Nondiscrimination and Equal Employment Practices/Affirmative Action Program.**

15.1. During the term of this Contract, Consultant agrees and obligates itself in the performance of this Contract not to discriminate against any employee or applicant for employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual orientation, age, physical handicap, marital status, domestic partner status, or medical condition. Consultant shall take affirmative action to ensure that applicants for employment are treated, during the term of this Contract, without regard to the aforementioned factors and Consultant shall comply with the affirmative action requirements of Los Angeles Administrative Code Sections 10.8, et seq., or any successor ordinances or laws pertaining to discrimination.

15.2. During the performance of this Contract, Consultant agrees to comply with Section 10.8.3 of the Los Angeles Administrative Code ("Equal Employment Practices"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.3.E and 10.8.3.F of said Administrative Code, the failure of Consultant to comply with the Equal Employment Practices provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to

comply with said Equal Employment Practices provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.

15.3. During the performance of this Contract, Consultant agrees to comply with Section 10.8.4 of the Los Angeles Administrative Code ("Affirmative Action Program"), including any future amendments thereto, which is incorporated herein by this reference. By way of specification, but not limitation, pursuant to Sections 10.8.4.E and 10.8.4.F of said Administrative Code, the failure of Consultant to comply with the Affirmative Action Program provisions of this Contract may be deemed to be a material breach of this Contract. No such finding shall be made, nor penalties assessed, except upon a full and fair hearing after notice and an opportunity to be heard has been provided to Consultant. Upon a finding duly made that Consultant has failed to comply with the Affirmative Action Program provisions of this Contract, this Contract may be forthwith terminated, cancelled or suspended.

15.4 All sub-consultant agreements awarded under this Contract shall contain similar provisions and Consultant shall require each of its sub-consultants to complete a like certification and to submit to it an Affirmative Action Plan acceptable to LAWA.

15.5 Consultant also agrees to comply with the provisions of Article 3 of Chapter 1, Part 7, Division 2 of the Labor Code of the State of California, and with all other applicable statutes, ordinances, and regulations relative to employment, wages, and hours of labor.

**Section 16.0 First Source Hiring Program for Airport Employers (LAX Only).**

Consultant shall comply with the applicable provisions of the First Source Hiring Program adopted by the Board, including any future amendments thereto. The rules, regulations, requirements, and penalties of the First Source Hiring Program are attached hereto as Exhibit "C" and made a material term of this Contract. Consultant shall be an "Airport Employer" under the First Source Hiring Program.

**Section 17.0 Small Business/Local Business/Local Small Business/Disabled Veteran Business Enterprises.**

17.1. Consultant hereby agree and obligates itself to utilize the services of the Small Business Enterprise (SBE) firms designated in its Proposal and any/all subsequent sub-consultants that are added on the level designated in its Proposal (specifically, a twenty percent (20 %)) Small Business Enterprise ("SBE") Subconsultant level of participation for the required project designated Work).

17.2. Consultant hereby agrees and obligates itself to utilize the services of the Local Business Enterprise (LBE) firms designated in its Proposal and any/all subsequent sub-consultants that are added on the level designated in its Proposal on the level designated in its Proposal (specifically, a ten percent (10%)) Local Business Enterprise ("LBE") Subconsultant level of participation for the required project designated Work).

17.3. Consultant hereby agrees and obligates itself to utilize the services of the Local Small Business Enterprise (LSBE) firms designated in its Proposal and any/all subsequent subconsultants that are added on the level designated in its Proposal on the level designated in its Proposal (specifically, a three percent (3%)) Local Small Business Enterprise ("LSBE") Subconsultant level of participation for the required project designated Work).

17.4. Consultant hereby agrees and obligates itself to utilize the services of the Local State Disabled Veteran Business Enterprise ("DVBE") firms designated in its Proposal and any/all subsequent subconsultants that are added on the level designated in its Proposal on the level designated in its Proposal (specifically, a two percent (2%)) Local State Disabled Veteran Business Enterprise ("DVBE") Subconsultant level of participation for the required project designated Work).

17.5. Consultant hereby further agrees and obligates itself to strictly comply with all of the Rules and Regulations ("Rules") of LAWA's Small Business Enterprise Program and LAWA's Local and Local Small Business Enterprise Program (collectively "Programs").

17.6. Failure to comply with any of the Program's requirements shall subject the Consultant to the "Penalties" set forth in the Program's Rules.

17.7. Consultant shall submit, on a monthly basis, together with its invoice for payment or on its own if no invoice for that month exists, a monthly Subconsultant Utilization Report and/or data entry into a business enterprise monitoring system selected by LAWA listing the SBE/LBE/LSBE/DVBE Subconsultants utilized during the reporting period. Consultant shall cooperate with LAWA personnel in providing such information as shall be requested by LAWA in order to ensure compliance with the provisions of this section. LAWA will not process or pay Consultant's subsequent invoices if the monthly SubConsultant Utilization Report and/or data entry into a business enterprise monitoring system selected by LAWA are not timely submitted or if the Consultant fails to cooperate with LAWA personnel by promptly providing any and all information related to SBE/LBE/LSBE/DVBE participation requested by LAWA.

17.8. Failure to comply with any of the terms of this Section shall constitute a material breach of contract and may result in the Consultant being deemed "Non-Responsible." (Section 10.40 et seq. of the Los Angeles Administrative Code.)

**Section 18.0 Living Wage and Worker Retention Requirements.**

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

18.1.1 General Provisions: Living Wage Policy. This Contract is subject to the Living Wage Ordinance ("LWO") (Section 10.37, et seq., of the Los Angeles Administrative Code), which is incorporated herein by this reference. The LWO requires that, unless specific exemptions apply, any employees of service Consultants who render services that involve an expenditure in excess of twenty-five thousand dollars (\$25,000) and a contract term of at least three (3) months are covered by the LWO if any of the following applies: (1) at least some of the

services are rendered by employees whose work site is on property owned by the City, (2) the services could feasibly be performed by employees of the City if the awarding authority had the requisite financial and staffing resources, or (3) the designated administrative agency of the City has determined in writing that coverage would further the proprietary interests of the City. Employees covered by the LWO are required to be paid not less than a minimum initial wage rate, as adjusted each year. The LWO also requires that employees be provided with at least twelve (12) compensated days off per year for sick leave, vacation, or personal necessity, and at least ten (10) additional days per year of uncompensated time pursuant to Section 10.37.2(b). The LWO requires employers to inform all employees of their possible right to the federal Earned Income Tax Credit ("EITC") and to make available the forms required to secure advance EITC payments from the employer pursuant to Section 10.37.4. Consultant shall permit access to work sites for authorized City representatives to review the operation, payroll, and related documents, and provide certified copies of the relevant records upon request by the City. Whether or not subject to the LWO, Consultant shall not retaliate against any employee claiming non-compliance with the provisions of the LWO, and, in addition, pursuant to Section 10.37.6(c), Consultant agrees to comply with federal law prohibiting retaliation for union organizing.

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



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

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

18.1.4. Sub-consultant Compliance. Consultant agrees to include in every sub-consultant agreement involving this Contract entered into between Consultant and any sub-consultant, a provision pursuant to which such sub-consultant (A) agrees to comply with the LWO and the Worker Retention Ordinance ("WRO") with respect to this Contract; (B) agrees not to retaliate against any employee lawfully asserting noncompliance on the part of the sub-consultant with the provisions of either the LWO or the WRO; and (C) agrees and acknowledges that City, as the intended third-party beneficiary of this provision may (i) enforce the LWO and the WRO directly against the sub-consultant with respect to this Contract, and (ii) invoke, directly against the sub-consultant with respect to this Contract, all the rights and remedies available to the City

under Section 10.37.5 of the LWO and Section 10.36.3 of the WRO, as same may be amended from time to time.

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

**Section 19.0 Equal Benefits Ordinance (EBO).**

19.1. Unless otherwise exempt in accordance with the provisions of the Equal Benefit“ (“BO”) Ordinance, this Contract is subject to the applicable provisions of EBO Section 10.8.2.1 of the Los Angeles Administrative Code, including any future amendments thereto.

19.2. During the term of this Contract, Consultant certifies and represents that the Consultant will comply with the EBO. Furthermore, Consultant agrees to post the following statement in conspicuous places at its place of business available to employees and applicants for employment:

*“During the term of a Contract with the City of Los Angeles, the Consultant will provide equal benefits to employees with spouses and its employees with domestic partners. Additional information about the City of Los Angeles’ Equal Benefits Ordinance may be*

*obtained from the Department of Public Works, Bureau of Contract Administration, Office of Contract Compliance at (213) 847-6480.”*

**Section 20.0 Child Support Orders.**

20.1. This Contract is subject to Section 10.10, Article I, Chapter 1, Division 10 of the Los Angeles Administrative Code, related to Child Support Assignment Orders, including any future amendments thereto, which is incorporated within the Administrative Requirements. Pursuant to this section, Consultant (and any sub-consultant of Consultant providing services to the City under this Contract) shall (1) fully comply with all State and Federal employment reporting requirements for Consultant's, or Consultant's sub-consultants', employees applicable to Child Support Assignments Orders; (2) certify that the principal owner(s) of Consultant and applicable sub-consultants are in compliance with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally; (3) fully comply with all lawfully served Wage and Earnings Assignment Orders and Notices of Assignment in accordance with California Family Code Section 5230, et seq.; and (4) maintain such compliance throughout the term of this Contract.

20.2. Pursuant to Section 10.10(b) of the Los Angeles Administrative Code, failure of Consultant, or an applicable sub-consultant, to comply with all applicable reporting requirements, or to implement lawfully served Wage and Earnings Assignment Orders and Notices of Assignment, or the failure of any principal owner(s) of Consultant or applicable sub-consultants to comply with any Wage and Earnings Assignment Orders and Notices of Assignment applicable to them personally, shall constitute a default of this Contract, thereby subjecting this Contract to termination, where such failure(s) shall continue for more than ninety (90) days after notice of such failure(s) to Consultant by LAWA (in lieu of any time for cure provided elsewhere in this Contract).

**Section 21.0 Consultant Responsibility Program.**

21.1. Pursuant to Resolution No. 21601 adopted by the Board of Airport Commissioners,

effective May 20, 2002, it is the policy of LAWA to ensure that all LAWA consultants have the necessary quality, fitness and capacity to perform the work set forth in the contract. LAWA shall award contracts only to entities and individuals it has determined to be Responsible Consultants. The provisions of this Program apply to leases and contracts for construction, for services, and for purchases of goods and products that require Board approval.

21.2. Bidders/Proposers are required to complete and submit with the bid/proposal the "Consultant Responsibility Program Questionnaire" incorporated in the Administrative Requirements that provides information LAWA needs in order to determine if the bidder/proposer is responsible and has the capability to perform the contract. The information contained in the CRP Questionnaire is subject to public review for a period of not less than 14 days. Bidders/Proposers are also required to complete, sign and submit with the bid/proposal the "Consultant Responsibility Program Pledge of Compliance" incorporated in the Administrative Requirements. Bidders/Proposers are also required to respond within the specified time to LAWA's request for information and documentation needed to support a Consultant Responsibility determination. Sub-consultants will be required to submit the Pledge to the prime consultant prior to commencing work. The CRP Rules and Regulations are available at <http://www.lawa.org>.

**Section 22.0 Failure to Provide Prompt, Efficient and Thorough Services.**

If, in the opinion of LAWA, Consultant fails to provide prompt, efficient and thorough services, or if Consultant fails to complete the several portions of its work within the time limits provided, LAWA shall have the right to cancel this Contract, and pay Consultant therefore in accordance with the provisions of Section 23.0, "Abandonment of Project and Cancellation of Contract or Suspension of Services".

**Section 23.0 Abandonment of Project and Cancellation of Contract or Suspension of Services.**

23.1. If, at any time, Board, for any reason, decides to terminate the Project, or any part thereof, or Consultant's services, or any part thereof, Board may: 1) require Consultant to terminate the performance of all, or a portion, of its services; and/or 2) terminate this Contract, or any part thereof, upon giving Consultant a thirty (30) day written notice prior to the effective date of such termination, which date shall be specified in such notice. Upon receipt of the Notice, Consultant shall immediately cease all activity except for that activity expressly authorized by the Notice.

23.2. In the event this Contract, or any portion hereof, and/or Consultant's services, or any portion thereof, is terminated by LAWA, LAWA shall only pay Consultant the amount due to the Consultant for services provided up to the termination date.

23.3. LAWA shall not be liable for the cost of work performed, nor for expenses incurred, subsequent to the date specified by LAWA in the thirty (30) day written notice to terminate. Such payments shall be made by LAWA within a reasonable time following receipt of Consultant's invoice(s) therefore.

23.4. LAWA may, at any time, upon written order to Consultant, require Consultant to stop all, or any part, of the services called for by this Contract for a period of thirty (30) days. Said thirty (30) day period shall commence on the day the written order is delivered to Consultant, and shall further be extended for any period to which the parties may agree. Any such order shall be specifically identified as a "Stop Work Order" issued pursuant to this clause. Upon receipt of such an Order, Consultant shall forthwith comply with its terms. Within a period of thirty (30) days after a Stop Work Order is delivered to Consultant, or within any extension of that period to which the parties have agreed, LAWA shall either:

- (a) Cancel the Stop Work Order; or
- (b) Terminate the services as provided in Section 33 hereof.

23.5. If a Stop Work Order issued under this Section is cancelled or expires, or the period of any extension thereof is cancelled or expires, Consultant shall not resume work until the Stop

Work Order has been retracted in writing by LAWA. Upon retrieval of the Stop Work Order an equitable adjustment will thereafter be made for Consultant's time of performance, Consultant's compensation, or both, consistent with the provisions of Section 7.0 of this Contract, if:

- (a) The Stop Work Order results in an increase in the time required for, or in Consultant's cost properly allocable to, the performance of services under this Contract; and
- (b) Consultant asserts a claim for such adjustment within thirty (30) days after the end of the period of work stoppage; provided, however, that LAWA may investigate any facts relating to any such claim.

23.6. If a Stop Work Order is not cancelled or retracted, and the services covered by such order are terminated for the convenience of LAWA, no costs resulting from said Stop Work Order shall be allowed.

23.7. It is understood and agreed that should LAWA decide that any portion of Project and/or Consultant's Services shall be suspended or terminated, this Contract shall continue to apply to that portion or those portions not suspended or terminated, and that such suspension or termination of a portion of Project or Services shall in no way make void or invalid this Contract as to that portion, or those portions, not suspended or terminated.

23.8. All finished or unfinished documents and materials produced or procured under this Contract, including all intellectual property rights thereto, shall become LAWA property upon date of such termination. Consultant agrees to execute any documents necessary for LAWA to perfect, memorialize, or record LAWA's ownership of rights provided herein. The section shall survive termination of this Contract.

#### **Section 24.0 Assignment or Transfer Prohibited.**

24.1. Consultant shall not, in any manner, directly or indirectly, by operation of law or otherwise, hypothecate, assign, transfer or encumber this Contract, or any portion thereof or any

interest therein, in whole or in part, without the prior written consent of LAWA's CEO. This Contract shall not, nor shall any interest therein, be assignable as to the interest of Consultant by operation of law without the prior written consent of the CEO or his or her authorized representative.

24.2. For purposes of this Contract, the terms "transfer" and "assign" shall include, but not be limited to, the following: (i) if Consultant is a joint venture or limited liability company or partnership, the transfer of fifty percent (50%) or more of the partnership interest or membership in the joint venture, limited liability company, or partnership of the Consultant; and, (ii) if Consultant is a corporation, any cumulative or aggregate sale, transfer, assignment, or hypothecation of fifty percent (50%) or more of the voting shares of Consultant; (iii) the dissolution by any means of Consultant; and (iv) a change in business or corporate structure. Any such transfer, assignment, mortgaging, pledging, or encumbering of Consultant without the written consent of the CEO is a violation of this Contract and shall be voidable at LAWA's option and shall confer no right, title, or interest in or to this Consultant upon the assignee, mortgagee, pledgee, encumbrancer, or other lien holder, successor, or purchaser.

**Section 25.0 Business Tax Registration.**

25.1. Consultant represents that it has registered its business with the City Clerk of the City and has obtained and presently holds from that Office a Business Tax Registration Certificate, or a Business Tax Exemption Number, required by City's Business Tax Ordinance (Article 1, Chapter 2, Sections 21.0 and following, of City's Municipal Code).

25.2. Consultant shall maintain, or obtain as necessary, all such Certificates required of it under said Ordinance and shall not allow any such Certificate to be revoked or suspended during the Term hereof.

**Section 26.0 Confidentiality of Information.**

26.1. Unless expressly agreed otherwise by LAWA in writing, all deliverables (including but not limited to all drawings, documents, specifications, plans, reports, statistics and data) and

any other information in any form prepared by or provided to Consultant in connection with this Contract or to which Consultant has access to during the term of this Contract (collectively, "Project Data") are property of LAWA and are confidential. Consultant expressly agrees that, except as specifically authorized by LAWA in writing or as may be required by law, Project Data will be made available only to LAWA, and, on a need-to-know basis, Consultant's employees and sub-consultants. Consultant acknowledges that Project Data may contain information vital to the security of LAWA's airports. Consultant shall take utmost precaution/measures while sharing information with its Sub-consultants, and shall do so on a need-to-know basis only, even while working on the Project. If Consultant fails to comply with this section, Consultant will be liable for the reasonable costs of actions taken by LAWA, the airlines, the FAA, or the TSA that the applicable entity reasonably incurs in good faith as a result of such failure, including, without limitation, the design and construction of improvements, procurement and installation of security devices, and posting of guards. Consultant and its Subconsultants shall store all the information gathered as part of this Project in a secure and safe place during and/or after the performance of this Contract. Consultant agrees that both during and after the term of this Contract, LAWA's Project Data shall be considered and kept as private and privileged records of LAWA and, except as expressly required by law, will not be divulged, shared, or disclosed to any person, firm, corporation, or entity except on the prior written authorization of LAWA's CEO.

26.2. Except as authorized in writing by LAWA, Consultant must not issue any publicity news releases or grant press interviews, and except as may be required by law during or after the performance of this Contract, disseminate any information regarding its Services or the tasks/projects to which the Services pertain.

26.3. If Consultant is presented with a subpoena or a request by an administrative agency regarding any Project Data which may be in Consultant's possession by reason of this Contract, Consultant must immediately give notice to LAWA and to the CEO and to the City Attorney for the City, with the understanding that LAWA will have the opportunity to contest such



process by any means available to it before any Project Data is submitted to any court, administrative agency, or other third party. Consultant, however, is not obligated to withhold the delivery beyond the time ordered by the court or administrative agency, unless the subpoena or request is quashed or the time to produce is otherwise extended.

**Section 27.0 Appropriation of Funds.**

27.1. Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated herein, and in order for LAWA to comply with its governing legal requirements, LAWA shall have no obligation to make any payments to Consultant unless LAWA shall have first made an appropriation of funds equal to, or in excess of, its obligation to make any payments as provided in this Contract. Consultant agrees that any services provided by Consultant, purchases made by Consultant, or expenses incurred by Consultant, in excess of said appropriation(s), shall be free and without charge to LAWA, and LAWA shall have no obligation to pay for any of said services, purchases or expenses. Consultant shall have no obligation to provide services, nor to incur any expenses, in excess of the appropriated amount(s) until LAWA appropriates additional funds for this Contract.

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

**Section 28.0 Compliance With Applicable Laws.**

28.1. Consultant shall, at all times during the performance of its obligations under this Contract, comply with all applicable present and/or future local, LAWA, State and Federal laws, statutes, ordinances, rules, regulations, restrictions and/or orders, including the hazardous waste

and hazardous materials regulations, and the Americans With Disabilities Act of 1990. Consultant shall be solely responsible for any and all damages caused, and/or penalties levied, as the result of Consultant's noncompliance with such enactments. Further, Consultant agrees to cooperate fully with the City in its efforts to comply with the Americans With Disabilities Act of 1990 and any amendments thereto, or successor statutes.

28.2. Should Consultant fail to comply with this Section, then LAWA shall have the right, but not the obligation, to perform, or have performed, whatever work is necessary to achieve equal access compliance. Consultant will then be required to reimburse LAWA for the actual cost of achieving compliance, plus a fifteen percent (15%) administrative charge.

**Section 29.0 Waiver.**

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

**Section 30.0 Staffing and Personnel.**

30.1. The members Consultant's team, including, but not limited to all employees, sub-consultants, or others whom Consultant intends to employ or hire to perform Services as part of the Project ("Contract Team") shall be submitted to LAWA for prior approval.

30.2. Any changes to the Contract Team shall only be made after written request by Consultant to the CEO and shall be subject to the CEO's prior written approval. If written request for change is made, Consultant shall provide any documentation requested by the CEO for review and approval. Any such request for changes to the Contract Team may be disapproved by the CEO, but such disapproval shall not be exercised so as to unreasonably deprive Consultant of its right to make appropriate work assignments.

**Section 31.0 Entire Agreement.**

It is expressly understood and agreed by the parties that this Contract, including the Exhibits, Attachments, and Contract Documents referenced and incorporated hereto, and all other

materials referenced herein, constitute the entire agreement between the parties hereto and supersedes any and all prior written or oral agreements between them concerning the subject matter contained herein. There are no representations, agreements, or understandings, oral or written, between and among the parties relating to the subject matter contained in this Contract which are not fully set forth herein. This is an integrated agreement. Any amendment(s) or changes(s) to this Contract shall be in writing, and effective only when such amendment(s) or change(s) are executed by the parties hereto.

**Section 32.0 Miscellaneous.**

32.1. It is the intention of the parties hereto that if any provision of this Contract is capable of different constructions, one of which would render the provision void and the other of which would render the provision valid, then the provision shall have the meaning which renders it valid.

32.2. It is the intention of the parties hereto that the language of this Contract shall be construed according to its fair meaning, and not strictly for or against either LAWA or Consultant.

32.2. In the event that any of the provisions, or portions or applications thereof, of this Contract are held to be unenforceable or invalid by any court of competent jurisdiction, LAWA and Consultant shall endeavor to negotiate an equitable adjustment in the provisions of this Contract with a view toward effecting the purpose of this Contract, and the validity and enforceability of the remaining provisions, portions or applications thereof shall not be affected thereby.

32.3. This Contract, and every question arising hereunder, shall be construed, determined and enforced in accordance with the laws of the State of California, without regard to conflict of law principles. Venue shall be at the Southwest District of the Superior Court of the State of California for the County of Los Angeles.

32.4. The section headings appearing herein are for the convenience of LAWA and Consultant, and shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning, or intent of the provisions of this Contract.

32.5. The use of any gender herein shall include all genders, and the use of any number shall be construed as the singular or the plural, all as the context may require.

32.6. The obligation to comply with any Ordinances and Codes which have been incorporated into this Contract by reference shall extend to any amendments which may be made to those Ordinances and Codes during the term of this Contract.

32.7. City of Los Angeles ordinance and code exhibits are provided as a convenience to the parties only. In the event of a discrepancy between the exhibits and the applicable ordinance and/or code language, or amendments thereto, the language of the ordinance and/or code shall govern.

**Section 33.0 Default and Right of Termination.**

33.1 Termination for Convenience. LAWA may terminate this Contract, with or without cause and without liability for costs or damages of any kind, upon giving the Consultant a thirty (30) day advance written notice or as otherwise provided herein.

33.2 Termination for Cause. In the event Consultant fails to abide by the terms, covenants and conditions of this Contract, or if the Services under this Contract fall below an acceptable level as determined by LAWA, LAWA shall notify the Consultant in writing of the defect, default, or problem. If the same is not corrected, or substantial steps are not taken toward accomplishing such correction within two (2) calendar days after LAWA's mailing of the notification, LAWA may, at its sole discretion, (a) terminate this Contract forthwith upon giving Consultant a ten (10) day written notice, or (b) withhold any further payment for Consultant's Services until such defect, default, or problem is corrected within the time specified by LAWA. If the defect, default, or problem is still not corrected within that time, LAWA may terminate the Contract forthwith by giving Consultant a ten (10) day written notice.

33.3 Upon notice (written or otherwise) to the Consultant of LAWA's decision to terminate the contract, the Consultant shall immediately surrender to LAWA all LAWA property

including, but not limited to, items of authority (badges, permits, etc. issued by LAWA) that are in the possession, custody, and care of the Consultant and/or its agent(s).

**Section 34.0 Notices.**

34.1. Notices to City. Written notices to City hereunder, with a copy to the City Attorney of the City of Los Angeles, shall be addressed to:

**Los Angeles World Airports,  
Airports Development Group  
7301 World Way West, 10<sup>th</sup> Floor  
Los Angeles CA, 90045,**

**And**

**Los Angeles City Attorney  
1 World Way  
Los Angeles, CA 90045**

or to such address as City may designate by written notice to Consultant.

34.2. Notices to Consultant. Written notices to Consultant hereunder, with a copy to the City Attorney of the City of Los Angeles, shall be addressed to:

**Ricondo & Associates, Inc.  
2111 Palomar Airport Road, Suite 350  
Carlsbad, CA 92011**

or to such address as Consultant may designate by written notice to City.

34.3. All such notices may either be delivered personally to LAWA or to the Office of the City Attorney, Airports Division, in the one case, or to Consultant in the other case, or may be deposited in the United States mail, properly addressed as aforesaid with postage fully prepaid for delivery by certified or registered mail, and shall be effective upon receipt.

34.4. The execution of any such notice(s) by LAWA shall be as effective as to Consultant as if it were executed by Board, or by Resolution or Order of said Board, and Consultant shall not question the authority of LAWA to execute any such notice(s).

**Section 35.0 Vendor Discount.**

Consultant agrees to offer LAWA any discount terms that are offered to its best customers for the goods and services to be provided herein and apply such discount to payments made under this Contract which meet the discount term.

**Section 36.0 Compliance With Los Angeles City Charter Section 470(c)(12) and 609(E).**

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

**Notice Regarding City of Los Angeles Campaign Contribution and Fundraising Restrictions**

As provided in Charter Sections 470(c)(12), 609(e) and related ordinances, you are subConsultant or underwriting firm on City of Los Angeles Contract/Resolution # \_\_\_\_\_. Pursuant to City Charter Section 470(c)(12) and 609(e), underwriting firm, subConsultant and principals are prohibited from making campaign contributions and fundraising for certain elected City officials or candidates for elected City office for 12 months after the City contract is signed. Additionally, gifts are limited to elected officials and certain City officials. SubConsultant is required to provide to Consultant names and addresses of the subConsultant's principals and contact information and shall update that information if it changes during the 12 month time period. SubConsultant's information included must be provided to Consultant within 10 business days. Failure to comply may result in termination of contract or any other available legal remedies including fines. Information about the restrictions may be found at the City Ethics Commission's website at <http://ethics.lacity.org/> or by calling 213/978-1960.

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

**Section 37.0 Assignment of Anti-Trust Claims.**

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

**Section 38.0 Municipal Lobbying Ordinance.**

Consultant shall comply with the provisions of the City of Los Angeles Municipal Lobbying Ordinance throughout the term of this Contract.

**Section 39.0 Execution.**

This Contract and any other document necessary for the consummation of the transaction contemplated by this Contract may be executed in counterparts, including counterparts that are manually executed and counterparts that are in the form of electronic records and are electronically executed. An electronic signature means a signature that is executed by symbol attached to or logically associate with a record and adopted by a party with the intent to sign such record, including facsimile or e-mail signatures. All executed counterparts shall constitute one Contract, and each counterpart shall be deemed an original. The parties hereby acknowledge and agree that electronic records and electronic signatures, as well as facsimile signatures, may be used in connection with the execution of this Contract and electronic signatures, facsimile signatures or signatures transmitted by electronic mail in so-called PDF format shall be legal and binding and shall have the same full force and effect as if a paper original of this Contract had been delivered that had been signed using a handwritten signature. All parties to this Contract (i) agree that an electronic signature, whether digital or encrypted, of a party to this Contract is intended to authenticate this writing and to have the same force and effect as a manual signature; (ii) intended to be bound by the signatures (whether original, faxed, or electronic) on any

document sent or delivered by facsimile or electronic mail or other electronic means; (iii) are aware that the other party(ies) will rely on such signatures; and, (iv) hereby waive any defenses to the enforcement of the terms of this Contract based on the foregoing forms of signature. If this Contract has been executed by electronic signature, all parties executing this document are expressly consenting, under the United States Federal Electronic Signatures in Global and National Commerce Act of 2000 ("E-SIGN") and the California Uniform Electronic Transactions Act ("UETA") (California Civil Code §1633.1 et seq.), that a signature by fax, e-mail, or other electronic means shall constitute an Electronic Signature to an Electronic Record under both ESIGN and UETA with respect to this specific transaction.

[Remainder of this page is intentionally left blank]



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

APPROVED AS TO FORM:  
Michael N. Feuer, City Attorney

**CITY OF LOS ANGELES**

Date: \_\_\_\_\_

By: \_\_\_\_\_

Executive Director  
Department of Airports

By \_\_\_\_\_  
Deputy City Attorney

By \_\_\_\_\_

Comptroller  
Department of Airports

ATTEST:

**RICONDO & ASSOCIATES, INC.**

By   
Secretary (Signature)

By   
Signature

Ramon Ricondo  
Print Name

Joseph A. Huy  
Print Name

Senior Vice President  
Print Title



# **ATTACHMENT 1:**

## **Administrative Requirements (Proposal Part A)**

Proposal to Provide

# Environmental Technical and Expert Consulting Services for Cargo Modernization

at Los Angeles International Airport

Submitted to Los Angeles World Airports  
November 2, 2022

## Part A - Administrative Requirements



**RICONDO®**

IN ASSOCIATION WITH

Aviatrix Communications  
Blackhawk Environmental Inc.  
CDM Smith, Inc.  
Cogstone Resource Management  
Connico, LLC

Craftwater Engineering, Inc.  
C2PM  
EcoTierra Consulting Inc.  
Environmental Science Associates  
Historic Resources Group

Illustrate My Design, LLC  
JBG Environmental Consulting  
Katz & Associates  
Leland Saylor & Associates, Inc.  
Lex Consulting

Meridian Consultants, LLC  
PBS Engineers, Inc.  
pointC, LLC  
Raju Associates, Inc.  
Trifletti Consulting Inc.  
VMC, LLC

## Table of Contents

1. VENDOR IDENTIFICATION FORM
2. AFFIDAVIT OF NON-COLLUSION
3. BIDDER CONTRIBUTIONS
4. CONTRACTOR RESPONSIBILITY PROGRAM
5. IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT
6. EQUAL BENEFITS ORDINANCE
7. MUNICIPAL LOBBYING ORDINANCE
8. BUSINESS ENTERPRISE PROGRAM
9. SUBCONTRACTORS' CERTIFICATIONS

1





# VENDOR IDENTIFICATION FORM

**ALL FIELDS MUST BE COMPLETED. INCOMPLETE FORMS WILL NEED TO BE RESUBMITTED.**

GENERAL INFORMATION	
<b>Legal Name:</b> Ricondo & Associates, Inc.  Are you an independent contractor eligible to receive a 1099-MISC? No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> <b>EIN or SSN:</b> 36-3663903 (A TIN (SSN or EIN) and W-9 are required)	<b>Doing Business As:</b> Ricondo & Associates, Inc.  <b>License or Registration Number</b> (if applicable): <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> <b>Payment Terms</b> (code): <span style="border: 1px solid black; display: inline-block; width: 40px; height: 1.2em; vertical-align: middle;"></span> <span style="border: 1px solid black; display: inline-block; width: 40px; height: 1.2em; vertical-align: middle;"></span> <span style="border: 1px solid black; display: inline-block; width: 40px; height: 1.2em; vertical-align: middle;"></span> <span style="border: 1px solid black; display: inline-block; width: 40px; height: 1.2em; vertical-align: middle;"></span> <b>Seller's Permit Number</b> (if applicable): <span style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span>
<b>Ownership:</b> <input type="checkbox"/> Individual / Sole Proprietor <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Governmental Entity <input type="checkbox"/> Other (specify):	<b>Applicable to Out-of-state Vendors:</b> <small>Submit per CA FTB Pub 1017, Resident/ Nonresident Withholding Guidelines for information go to: <a href="http://www.ftb.ca.gov/">www.ftb.ca.gov/</a></small> <input type="checkbox"/> Form-590 <input type="checkbox"/> Form-588 <input type="checkbox"/> Form-589 <input type="checkbox"/> Form-587 <small>For Foreign Entities, for instructions go to: <a href="https://www.irs.gov/publications/p515">https://www.irs.gov/publications/p515</a></small>
<b>BTRC/Vendor Registration Number:</b> <div style="border: 1px solid black; text-align: center; padding: 2px;">             9 5 1 6 9 9 - 0 0 0 1 - 0           </div>	
<input type="checkbox"/> BTRC/VRN application pending (please attach the application)  For instructions please go to: <a href="https://latax.lacity.org/oofweb/eappreg/eappreg_criteria.cfm">https://latax.lacity.org/oofweb/eappreg/eappreg_criteria.cfm</a>	
BUSINESS ADDRESS	
<b>Street:</b> 20 North Clark Street <b>Suite #:</b> 1500	<b>Contact Person:</b> Joseph A. Huy, CM
<b>City:</b> Chicago	<b>Contact Person's Title:</b> Senior Vice President
<b>State:</b> Illinois <b>Zip Code:</b> 60602	<b>Fax:</b> 312-606-0706 <b>Phone:</b> 760-444-0111
<b>Website:</b> www.ricondo.com <b>Email:</b> jhuy@ricondo.com	
<b>Remittance address</b> (if required and different from the above): 25369 Network Place, Chicago, Illinois 60673-1253	
BUSINESS INFORMATION	
<b>Service Area:</b> International <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> <b>Years in Business:</b> 33 <b>Number of Employees:</b> 172	
BUSINESS CERTIFICATION (Check all that apply)	
<input type="checkbox"/> Woman-Owned Business Enterprise (WBE) <input type="checkbox"/> Minority Business Enterprise (MBE) <input type="checkbox"/> Small Business Enterprise (according to SBA criteria) <input type="checkbox"/> Minority Women Business Enterprise (MWB)	<input type="checkbox"/> Disadvantaged Business Enterprise (DBE) <input type="checkbox"/> Airport Concessions Disadvantaged Business Enterprise <input type="checkbox"/> Small and Local Business Enterprise (SLB) If required, please attach copies of all applicable certifications.
NON-DISCRIMINATION, EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION COMPLIANCE	
<b>EEO Officer (name):</b> Garrett Bond	<b>Phone Number:</b> 312-212-8825
<b>EEO Officer's Title:</b> Controller	<b>Email:</b> gbond@ricondo.com
<b>Have you had contracts with the City of Los Angeles in the last 10 years?</b> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> . If 'yes', please attach an additional sheet with Contract Number, Department, Description and Dollar Value.	
CERTIFICATION	
<i>The undersigned declares and certifies that all statements on this form are true and correct. The undersigned agrees to notify Procurement Services Division immediately of any changes to the information contained herein.</i> <i>The undersigned has read and agreed with the administrative requirements set for this project, and provided as a check list in the bid/proposal package, and will comply with them for the duration of the contract if selected.</i>	
<b>Authorized Signature</b>	<b>Date</b> October 24, 2022
<b>Print Name</b> Joseph A. Huy, CM	<b>Title</b> Senior Vice President
For LAWA use only:	
<b>Project name:</b>	<b>Project No:</b>
<b>Requesting Division:</b>	<b>Contact Person:</b>
<b>Phone No:</b>	
<b>SAP Action</b> (send the form to FAMIS Support Desk): <input checked="" type="checkbox"/> Create <input checked="" type="checkbox"/> Change <input type="checkbox"/> Block <input type="checkbox"/> Delete <input type="checkbox"/> New Ordering Address	

For instructions and additional information, please go to <https://www.lawa.org/en/lawa-businesses/lawa-administrative-requirements>, or call us at 424-646-5380 or email Los Angeles World Airports, Procurement Services Division at [procurementrequirements@lawa.org](mailto:procurementrequirements@lawa.org)

Form VIF 03/26/19

Conformed November 30, 2022

## Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

Print or type.  
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Ricondo & Associates, Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☒ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see Instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

20 N. Clark Street, Suite 1500

6 City, state, and ZIP code

Chicago, IL 60602

7 List account number(s) here (optional)

Requester's name and address (optional)

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

\_\_\_\_ - \_\_\_\_ - \_\_\_\_

or

Employer identification number

3 6 - 3 6 6 3 9 0 3

### Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign  
Here

Signature of  
U.S. person ►

*Garnett Bond*

Date ► 2/14/2022

### General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

### Current and Prior City of Los Angeles Contracts

Pursuant to City of Los Angeles Resolution No. 56, adopted July 21, 1998, Consultant shall submit a list entitled "Current and Prior City of Los Angeles Contracts", which shall state all City contracts held by the Consultant within the last ten (10) years.

Contract Number	Name of City Department/Agency	Contact person name and phone number	Signing date	Completion date	Description	Total dollar amount
DA-5293	City of Los Angeles Department of Airports	Ms. Samantha Bricker 424-646-5054	06-07-18	Ongoing	On-Call Entitlement and Environmental Planning Consultant Services	\$ 3,000,000
DA-4941	City of Los Angeles Department of Airports	Ms. Samantha Bricker 424-646-5054	10-02-14	Ongoing	LAX CEQA and NEPA Entitlement and Support Services for the Ground Transportation Program	\$ 15,066,322
DA-5296	City of Los Angeles Department of Airports	Ms. Adriana Renteria 424-646-8213	07-03-18	07-01-21	On-Call Airport Strategic Operations Consulting Services	\$ 1,086,000
DA-4845	City of Los Angeles Department of Airports	Ms. Evelyn Quintanilla 424-646-5188	09-09-13	09-18-18	On-Call Environmental Consulting and Entitlement Services	\$ 3,894,000
DA-5007	City of Los Angeles Department of Airports	Ms. Ellen Wright 424-646-5282	07-02-15	08-09-18	Airport Planning and Professional Services	\$ 3,070,000
DA-4720	City of Los Angeles Department of Airports	Ms. Cynthia Guidry Director at Long Beach Airport 562-570-2605	05-22-12	05-31-15	Midfield Satellite Concourse North Project Terminal Planning and EIR	\$ 10,200,000
DA-4725	City of Los Angeles Department of Airports	Ms. Nerida Esquerria 424-646-5253	06-04-12	06-03-15	Financial Consulting Services	\$ 1,900,000
DA-4700	City of Los Angeles Department of Airports	Ms. Cynthia Guidry Director at Long Beach Airport 562-570-2605	02-28-12	03-20-15	On-Call Airside Planning Services	\$ 3,000,000
DA-4384	City of Los Angeles Department of Airports	Ms. Nerida Esquerria 424-646-5253	11-02-09	11-01-12	Financial Consulting Services	\$ 1,500,000

Form ProcSvcs-1



2



## AFFIDAVIT TO ACCOMPANY PROPOSALS OR BIDS

STATE OF CALIFORNIA

}

) ss.:

COUNTY OF San Diego

}

Joseph A. Huy, CM being first duly sworn, deposes and says:  
 (Type or print name)

that he or she is the Senior Vice President of

(Type or print title)

Ricondo & Associates, Inc., who submits herewith

(Type or print name of company/firm)

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

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

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

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

Signed:

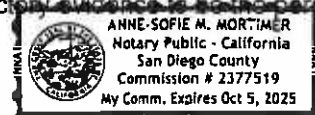
*Joseph A. Huy*

Name: Joseph A. Huy, CMTitle: Senior Vice President

Subscribed and sworn to (or affirmed) before me on this 24th day of October, 20 22, by

Joseph A. Huy, CM, proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

*Anne-Sofie M. Mortimer*  
 Notary Public



(Notarial Seal)

3



SECTION 3

Prohibited Contributors  
(Bidders)

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

☒ Original Filing ☐ Amendment: Date of Signed Original \_\_\_\_\_ Date of Last Amendment \_\_\_\_\_

Reference Number (Bid, Contract, or BAVN): 204026 Date Bid Submitted: 11/2/2022

Contract Description (Title of the RFP or City contract solicitation and description of the services to be provided):  
Environmental Technical and Expert Consulting Services for Cargo Modernization at Los Angeles International Airport

Awarding Authority (Department awarding the contract): Los Angeles World Airports

Bidder Name: Ricondo & Associates, Inc.

Bidder Address: 20 North Clark Street, Suite 1500, Chicago, Illinois 60602 (corporate headquarters)

Bidder Email Address: jhuy@ricondo.com Bidder Phone Number: 760-444-0106 x410

## Schedule Summary

Please complete all three of the following:

## 1. SCHEDULE A – Bidder's Principals (check one)

The bidder has one or more PRINCIPALS, as defined in LAMC § 49.7.35(A)(6).  
At least one principal is required for entities. (If you check "Yes", Schedule A is required.)

Yes



No



## 2. SCHEDULE B – Subcontractors and Their Principals (check one)

The bidder has one or more SUBCONTRACTORS on this bid or proposal with  
subcontracts worth \$100,000 or more. (If you check "Yes", Schedule B is required.)

Yes



No

3. TOTAL NUMBER OF PAGES SUBMITTED (including this cover page): 25

## Certification

I certify the following under penalty of perjury under the laws of the City of Los Angeles and the state of California:

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

Joseph A. Huy, CM  
Name  
Senior Vice President  
Title

Joseph A. Huy  
Signature  
October 24, 2022  
Date

Prohibited Contributors  
(Bidders)

## Schedule A - Bidder's Principals

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

Name: Ramon Ricondo Title: President  
Address: 20 North Clark Street, Suite 1500, Chicago, Illinois 60602

Name: R. Douglas Trezise Title: Senior Vice President  
Address: 20 North Clark Street, Suite 1500, Chicago, Illinois 60602

Name: Joseph A. Huy Title: Senior Vice President  
Address: 2111 Palomar Airport Road, Suite 350, Carlsbad, California 92011

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

☐ Check this box if additional Schedule A pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Aviatrix Communications, LLC

Subcontractor's Address

11162 Caminito Vista Pacifica, San Diego, California 92131

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Katie Franco Title: Owner  
Address: 11162 Caminito Vista Pacifica, San Diego, California 92131

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name
Blackhawk Environmental, Inc.
Subcontractor's Address
1720 Midvale Drive, San Diego, California 92105

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Seth Reimers	Title: President
Address: 1720 Midvale Drive, San Diego, California 92105	
Name: Kris Alberts	Title: Vice President
Address: 1720 Midvale Drive, San Diego, California 92105	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

CDM Smith Inc.

Subcontractor's Address

600 Wilshire Blvd, Suite 750, Los Angeles, California 90017

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Timothy Wall Title: Chairman and CEO

Address: 75 State Street, Suite 701, Boston, Massachusetts 02109

Name: Anthony Bouchard Title: President and COO

Address: 75 State Street, Suite 701, Boston, Massachusetts 02109

Name: Thierry Desmaris Title: Executive Vice President

Address: 75 State Street, Suite 701, Boston, Massachusetts 02109

Name: Julia Forgas Title: Executive Vice President

Address: 4651 Salisbury Road, Suite 420, Jacksonville, Florida 32256

Name: David Jensen Title: Senior Vice President

Address: 600 Wilshire Blvd, Suite 750, Los Angeles, California 90017

Name: Title:

Address:

☐ Check this box if additional Schedule B pages are attached.



# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Cogstone Resource Management, Inc.

Subcontractor's Address

1518 West Taft Avenue, Orange, California 92865

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Molly Valasik Title: CEO/CFO

Address: 1518 West Taft Avenue, Orange, California 92865

Name: Nancy Gust Title: Secretary

Address: 1518 West Taft Avenue, Orange, California 92865

Name: Kim Scott Title: Director

Address: 1518 West Taft Avenue, Orange, California 92865

Name: Holly Hickman Title: Vice President / Marketing

Address: 1518 West Taft Avenue, Orange, California 92865

Name: Forrest Langford Title: Board of Directors / Office Manager

Address: 1518 West Taft Avenue, Orange, California 92865

Name: Desiree Martinez Title: President

Address: 1518 West Taft Avenue, Orange, California 92865

☒ Check this box if additional Schedule B pages are attached.

FORM  
55

# Prohibited Contributors (Bidders)

Los Angeles City  
ETHICS COMMISSION

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Cogstone Resource Management, Inc.

Subcontractor's Address

1518 West Taft Avenue, Orange, California 92865

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Eric Scott Title: Vice President / Human Resources  
Address: 1518 West Taft Avenue, Orange, California 92865

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name
Connico, LLC
Subcontractor's Address
2594 N. Mount Juliet Road, Mount Juliet, Tennessee 37122

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Sri Kumar	Title: President
Address: 2940 Hebron Park Drive, Suite 209, Hebron, Kentucky 41048	
Name: Bryan Hafertepe	Title: Vice President
Address: 2940 Hebron Park Drive, Suite 209, Hebron, Kentucky 41048	
Name: David Hunley	Title: Vice President
Address: 2940 Hebron Park Drive, Suite 209, Hebron, Kentucky 41048	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Craftwater Engineering, Inc

Subcontractor's Address

10711 Oakbend Drive, San Diego, California 92131

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Chad Helmle Title: CEO

Address: 10711 Oakbend Drive, San Diego, California 92131

Name: Brad Wardynski Title: COO

Address: 10711 Oakbend Drive, San Diego, California 92131

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

C2PM

Subcontractor's Address

8547 Cashio Street, Los Angeles, California 90035

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Rowena Altaha Title: President

Address: 8547 Cashio Street, Los Angeles, California 90035

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

☐ Check this box if additional Schedule B pages are attached.

FORM  
55

# Prohibited Contributors (Bidders)

Los Angeles City  
ETHICS COMMISSION

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

EcoTierra Consulting, Inc.

Subcontractor's Address

633 W 5th Street, 26th Floor, Los Angeles, California 90071

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Craig Fajnor Title: CFO  
Address: 633 W 5th Street, 26th Floor, Los Angeles, California 90071

Name: Curtis Zacuto Title: President  
Address: 5776-D Lindero Canyon Road, #414, Westlake Village, California 91362

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_  
Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name Environmental Science Associates
Subcontractor's Address 626 Wilshire Boulevard, Suite 1100, Los Angeles, California 90017

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Please see attached.	Title:
Address:	
Name:	Title:
Address:	
Name:	Title:
Address:	
Name:	Title:
Address:	
Name:	Title:
Address:	
Name:	Title:
Address:	

☒ Check this box if additional Schedule B pages are attached.



## OFFICERS

1. Leslie Moulton	President & CEO	Los Angeles
2. Albert Cuisinot	Sr. VP & CFO; Corporate Secretary	San Francisco
3. Eric Haase	Sr. VP & COO	San Francisco
4. <b>Mike Arnold</b>	<b>Sr. VP; Airports Practice Leader</b>	<b>Tampa</b>
5. Terri Avila	VP; Community Development Practice Leader	Santa Monica
6. Tom Barnes	VP; Southern California Water & Energy Leader	Los Angeles
7. Bob Battalio	VP; Senior Engineer, Environmental Hydrology	San Francisco
8. Annette Bonilla	VP; Director of Human Resources	San Francisco
9. Ann Borgonovo	VP; Chief/Principal Engineer, Environmental Hydrology Practice Leader	San Francisco
10. <b>Brian Boxer</b>	<b>Sr. VP; Northern California Regional Director</b>	<b>Sacramento</b>
11. <b>Stacy Bumback</b>	<b>Sr. VP; Northwest Regional Director</b>	<b>Seattle</b>
12. Barbra Calantas	VP; Southern California Biological Resources Director	San Diego
13. Margaret Clancy	VP; Client Development Director	Seattle
14. Dan Dameron	VP; Northern California Community Development Director	Sacramento
15. Matt Deniston	VP; Technology Services Practice Leader	Portland
16. <b>Erich Fischer</b>	<b>Sr. VP; Biological Resources Practice Leader</b>	<b>Sacramento</b>
17. Chris Fitzer	VP; Fisheries Program Manager	Sacramento
18. Hillary Gitelman	VP; Community Development Planner	Oakland
19. Brian Knowles	VP; Technology Operations Director	Portland
20. Mike Leech	VP; Business Intelligence & Geospatial Services Director	Seattle
21. Cathy McEfee	VP; Water Group Director	Sacramento
22. Kate Mirante	VP; Northern California Marketing & Business Development	Oakland
23. Alisa Moore	VP; Northern California Water Group Director	San Francisco
24. Michael Newland	VP; Northern California Cultural Group Director	Petaluma
25. <b>Jim O'Toole</b>	<b>Sr. VP; Water and Energy Practice Leader</b>	<b>Petaluma</b>
26. Tom Ries	VP; Southeast Biological Services and Restoration Director	Tampa
27. Doug Robison	VP; Biological Services	Tampa
28. Sandy Scheda	VP; Southeast Transportation Director	Tampa
29. Doug Skurski	VP; Southeast Biological Resources Director	Orlando
30. Keith Steele	VP; Technology Director	Portland
31. Monica Strauss	VP; Southern California Cultural Resources Director	Camarillo
32. <b>Julie Sullivan</b>	<b>Sr. VP; Southeast Regional Director</b>	<b>Orlando</b>
33. Swen Swenson	VP; Corporate Controller	San Francisco
34. <b>Ruta Thomas</b>	<b>Sr. VP; Southern California Regional Director</b>	<b>Los Angeles</b>



# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Historic Resources Group, LLC

Subcontractor's Address

12 South Fair Oaks Ave, Suite 200, Pasadena, California 91105-3816

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Paul D. Travis, AICP Title: Managing Principal  
Address: 12 South Fair Oaks Ave, Suite 200, Pasadena, California 91105-3816

Name: Christine Lazzaretto Title: Managing Principal  
Address: 12 South Fair Oaks Ave, Suite 200, Pasadena, California 91105-3816

Name: Andrea Humberger Title: Business Operations Principal  
Address: 12 South Fair Oaks Ave, Suite 200, Pasadena, California 91105-3816

Name: Title:  
Address:

Name: Title:  
Address:

Name: Title:  
Address:

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Illustrate My Design LLC (IMD)

Subcontractor's Address

Main: 1775 Tysons Blvd, 5th Floor  
McLean, Virginia 22102

LA: 222 Pacific Coast Hwy  
El Segundo, California 90245

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Florencia Bialek Title: Chief Executive Officer

Address: 1775 Tysons Blvd, 5th Floor, McLean Virginia 22102

Name: Daniel Zeballos Title: Chief Creative Officer

Address: 1775 Tysons Blvd, 5th Floor, McLean Virginia 22102

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

**Prohibited Contributors**  
(Bidders)**Schedule B - Subcontractors and Their Principals**

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

Subcontractor's Name
JBG Environmental Consulting
Subcontractor's Address
4368 Niagra Avenue, San Diego, California 92107

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Julie B. Gaa	Title: Principal
Address: 4368 Niagra Avenue, San Diego, California 92107	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Katz & Associates, Inc.

Subcontractor's Address

611 North Brand Boulevard, Glendale, California 91203

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Sara M. Katz Title: President and CEO

Address: 591 Camino De La Reina, Suite 407 San Diego, California 92108

Name: Heather Ruiz-Warlop Title: Chief Operations Officer

Address: 591 Camino De La Reina, Suite 407 San Diego, California 92108

Name: Greg Parks Title: Chief Financial Officer

Address: 591 Camino De La Reina, Suite 407 San Diego, California 92108

Name: Sarah Rossetto Title: Senior Director

Address: 591 Camino De La Reina, Suite 407 San Diego, California 92108

Name: Nicolas Townes Title: Senior Director

Address: 1390 Market Street, Suite 2056 San Francisco, California 94102

Name: Title:

Address:

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name
Leland Saylor Associates, Inc.
Subcontractor's Address
515 South Flower St., 18th Floor, Los Angeles, California 90071

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Leland Saylor	Title: President/CEO
Address: 1777 Oakland Blvd., Suite 103, Walnut Creek, California 94596	

Name: Bradley Saylor	Title: Secretary
Address: 515 South Flower St., 18th Floor, Los Angeles, California 90071	

Name: Jeffrey Saylor	Title: Treasurer
Address: 1777 Oakland Blvd., Suite 103, Walnut Creek, California 94596	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Lex Consulting

Subcontractor's Address

18561 Florida Street #1018, Huntington Beach, California 92648

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Wendy Lex

Title: Owner

Address: 18561 Florida Street #1018, Huntington Beach, California 92648

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

Name: Title:

Address:

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name	MeridianConsultants, LLC
Subcontractor's Address	920 Hampshire Road, Suite A5, Westlake Village, California 91361 706 South Hill Street, 11th Floor, Los Angeles, California 90014

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Joe Gibson	Title: Partner
Address: 920 Hampshire Road, Suite A5, Westlake Village, California 91361	
Name: Mark Austin	Title: Partner, CFO
Address: 920 Hampshire Road, Suite A5, Westlake Village, California 91361	
Name: Anthony Locacciatto	Title: Partner
Address: 920 Hampshire Road, Suite A5, Westlake Village, California 91361	
Name: Christ Kirikian	Title: Principal, Director, Acoustics/AQ
Address: 920 Hampshire Road, Suite A5, Westlake Village, California 91361	
Name: Ned Baldwin	Title: Associate Principal
Address: 920 Hampshire Road, Suite A5, Westlake Village, California 91361	
Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

PBS Engineers, Inc.

Subcontractor's Address

2100 E. Route 66, Suite 210, Glendora, California 91740

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Kunal Shah, PE, RCDD, LEED AP Title: President | CEO  
Address: 2100 E. Route 66, Suite 210, Glendora, California 91740

Name: Mona (Mohini) Shah Title: Secretary | Treasurer  
Address: 2100 E. Route 66, Suite 210, Glendora, California 91740

Name: Title:  
Address:

Name: Title:  
Address:

Name: Title:  
Address:

Name: Title:  
Address:

☐ Check this box if additional Schedule B pages are attached.



# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name
pointC, LLC
Subcontractor's Address
120 North Madison Ave, Pasadena, California 91101

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Tony V. Harris	Title: Partner
Address: 120 North Madison Ave, Pasadena, California 91101	

Name: David Grannis	Title: Partner
Address: 120 North Madison Ave, Pasadena, California 91101	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name

Raju Associates, Inc.

Subcontractor's Address

505 E Colorado Boulevard; Suite 202, Pasadena, California 91101

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Srinath Raju Title: President, P.E.

Address: 505 E Colorado Boulevard; Suite 202, Pasadena, California 91101

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

# Prohibited Contributors (Bidders)

## Schedule B - Subcontractors and Their Principals

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

Subcontractor's Name <b>Trifiletti Consulting, Inc.</b>
Subcontractor's Address <b>1545 Wilshire Blvd., Suite 700, Los Angeles, California 90017</b>

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: <u>Lisa Trifiletti</u>	Title: <u>Principal</u>
Address: <u>1545 Wilshire Blvd., Suite 700, Los Angeles, California 90017</u>	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	
Name: _____	Title: _____
Address: _____	

☐ Check this box if additional Schedule B pages are attached.

**Prohibited Contributors  
(Bidders)****Schedule B - Subcontractors and Their Principals**

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

Subcontractor's Name

VMC, LLC

Subcontractor's Address

1650 West End Boulevard, Suite 100, St. Louis Park, Minnesota 55416

Please check one of the following options:

This subcontractor has one or more principals. ☒ Yes\* ☐ No

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

Name: Angela Merrifield

Title: President

Address: 1650 West End Boulevard, Suite 100, St. Louis Park, Minnesota 55416

Name: Robert Varani

Title: Vice President

Address: 1650 West End Boulevard, Suite 100, St. Louis Park, Minnesota 55416

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

☐ Check this box if additional Schedule B pages are attached.

4



SECTION 4

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

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

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

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

Environmental Technical and Expert Consulting Services for Cargo Modernization at

**A. PROJECT TITLE:** Los Angeles International Airport

**B. BIDDER/CONTRACTOR INFORMATION:**

<u>Ricondo &amp; Associates, Inc.</u>			
Legal Name	DBA		
<u>20 North Clark Street, Suite 1500</u>	<u>Chicago</u>	<u>Illinois</u>	<u>60602</u>
Street Address	City	State	Zip
<u>Joseph A. Huy, CM</u>	<u>760-444-0106 x410</u>	<u>312-606-0706</u>	
Contact Person, Title	Phone	Fax	

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

- ☐ An initial submission of a CRP Questionnaire. **Please complete all questions and sign Attachment A.**
- ☐ An update of a prior CRP Questionnaire dated \_\_\_\_/\_\_\_\_/\_\_\_\_. **Please complete all questions and sign Attachment A.**
- ☒ A copy of the initial CRP Questionnaire dated 03 / 05 / 2012. **Please sign below and return this page.**

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

<u>Joseph A. Huy, CM</u>		<u>October 24, 2022</u>
Print Name, Title	Signature	Date

#### A. OWNERSHIP AND NAME CHANGES

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

#### B. FINANCIAL RESOURCES AND RESPONSIBILITY

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

#### PERFORMANCE HISTORY

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

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

☒ Yes ☐ No Please see the following page for a table of Ricondo contracts.

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

#### COMPLIANCE

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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

#### BUSINESS INTEGRITY

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

☐ Yes ☒ No

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

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

☐ Yes ☒ No

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



# LOS ANGELES WORLD AIRPORTS CONTRACTOR RESPONSIBILITY PROGRAM

## SIMILAR CONTRACTS WITHIN THE PAST 10 YEARS

CONTRACT NAME	CONTRACT NUMBER AND DATES	AWARDING AUTHORITY	CONTACT NAME AND PHONE NUMBER	DESCRIPTION AND SUCCESS OF PERFORMANCE	TOTAL DOLLAR AMOUNT	AUDIT INFORMATION
On-Call Entitlement and Environmental Planning Consultant Services	DA-5293; June 2018-Ongoing	City of Los Angeles; Los Angeles World Airports	Ms. Evelyn Quintanilla 424-646-5188	Successfully conducted multiple tasks for Los Angeles International Airport (LAX) including preparation of documentation for compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), agency coordination and public involvement tasks as part of the CEQA and/or NEPA process, environmental surveys to establish baseline conditions, and land use entitlement services. Identified relevant mitigation commitments and measures to offset the potential environmental effects of proposed projects.	\$3,000,000	N/A
On-Call Technical Airport Planning Services	8006300B; May 2019 - Ongoing	San Diego County Regional Airport Authority	Mr. Brendan Reed 619-400-2785	Successfully conducted multiple tasks including planning assessments related to airfield, cargo, terminal and landside areas at San Diego International Airport, preparation of documentation for compliance with the CEQA and NEPA for proposed projects, conduct customer surveys, assess flight procedures to reduce noise, conduct forecast analysis, airfield movement optimization and financial analysis.	\$5,720,000	N/A
As-Needed Federal NEPA Planning Consulting Services	50244.01; February 2021 - Ongoing	Airport Commission, City and County of San Francisco	Ms. Audrey Park 650-821-7844	Tasks completed or underway to date include preparation of one Environmental Assessment (EA), preparation of documents supporting categorical exclusions (CATEX) determinations under NEPA for improvement and development projects and preparing documents supporting categorical exemptions under the CEQA, and miscellaneous strategic support services, including development of public and agency messaging, and	\$2,925,000	N/A

CONTRACT NAME	CONTRACT NUMBER AND DATES	AWARDING AUTHORITY	CONTACT NAME AND PHONE NUMBER	DESCRIPTION AND SUCCESS OF PERFORMANCE	TOTAL DOLLAR AMOUNT	AUDIT INFORMATION
				coordination and provision of technical guidance at San Francisco International Airport.		
CEQA and NEPA Entitlement and Support Services for the Ground Transportation Program	DA-4941; October 2014-October 2022	City of Los Angeles; Los Angeles World Airports	Ms. Samantha Bricker 424-646-5054	Successfully prepared CEQA and NEPA documentation under an aggressive timeline for the Landside Access Modernization Program (LAMP) at LAX. Ricondo developed an extensive agency and public outreach program to inform these groups about the LAMP and the environmental process. The environmental documents were carefully developed to account for potential changes and allow Los Angeles World Airports (LAWA) and the design-build teams some flexibility during construction.	\$15,066,322	N/A
On-Call Airport Strategic Operations Consulting Services	DA-5296; July 2018-July 2021	City of Los Angeles; Los Angeles World Airports	Ms. Adriana Renteria 424-646-8213	Successfully evaluated central terminal area (CTA) traffic impacts at LAX due to construction and proposed mitigation measures; developed and calculated models to assess existing traffic constraints and potential mitigation; developed a traffic playbook that describes operation procedures to handle incidents that occur within the CTA; surveyed transportation network companies' curbside movements; and provided suggested improvements of the LAX FlyAway Bus Program.	\$3,894,000	N/A
Performance of Expert Professional Environmental Review Services for the LaGuardia Airport Access Improvement Project	AVI-18-042; November 2018-Ongoing	Port Authority of New York and New Jersey	Mr. Matt DiScenna 212-435-3722	Successfully prepared and completed an Environmental Impact Statement for the LaGuardia Airport Access Improvement Project within two years of issuing the Notice of Intent, as required under One Federal Decision.	\$8,645,000	N/A
As-needed Federal NEPA Planning Consulting Services	50081; February 2016 to January 2021	Airport Commission, City and County of San Francisco	Ms. Audrey Park 650-821-7844	Successfully completed numerous tasks including an EA, CATEX determinations under NEPA for improvement and development projects, documents supporting	\$3,850,000	N/A

CONTRACT NAME	CONTRACT NUMBER AND DATES	AWARDING AUTHORITY	CONTACT NAME AND PHONE NUMBER	DESCRIPTION AND SUCCESS OF PERFORMANCE	TOTAL DOLLAR AMOUNT	AUDIT INFORMATION
				categorical exemptions under CEQA, and miscellaneous strategic support services, including development of public and agency messaging and coordination and provision of technical guidance at San Francisco International Airport.		
On-Call Technical Airport Planning Services	2091380S; February 2014-May 2019	San Diego County Regional Airport Authority	Mr. Brendan Reed 619-400-2785	Successfully conducted multiple tasks including planning assessments related to airfield, cargo, terminal and landside areas of San Diego International Airport, prepared documentation for compliance with the CEQA and NEPA for proposed projects, conducted customer surveys, assessed flight procedures to reduce noise, conducted forecast analysis, airfield movement optimization, and financial analysis.	\$4,876,000	N/A
On-Call Environmental Consulting and Entitlement	DA-4845 September 2013-September 2018	City of Los Angeles; Los Angeles World Airports	Ms. Evelyn Quintanilla 424-646-5188	Successfully conducted multiple tasks for LAX including preparation of documentation for compliance with the CEQA and NEPA, conducted agency coordination and public involvement tasks as part of the CEQA and/or NEPA process, conducted environmental surveys to establish baseline conditions, performed land use entitlement services, and identified relevant mitigation commitments and measures to offset the potential environmental effects of proposed projects.	\$3,894,000	N/A
Airport Planning and Professional Services	DA-5007; July 2015-August 2018	City of Los Angeles; Los Angeles World Airports	Ms. Ellen Wright 424-646-5282	Successfully assisted the LAWA Planning Design Group through close coordination with executive staff in the strategizing, development, evaluation and validation of critical planning, programming, and implementation of projects in the CTA and surrounding infrastructures at LAX. Developed LAX specific metrics, standards and methodologies that allow proof of concept evaluation, sensitivity testing, and	\$3,070,000	N/A

CONTRACT NAME	CONTRACT NUMBER AND DATES	AWARDING AUTHORITY	CONTACT NAME AND PHONE NUMBER	DESCRIPTION AND SUCCESS OF PERFORMANCE	TOTAL DOLLAR AMOUNT	AUDIT INFORMATION
				project validation using the appropriate combination of industry standards, developed benchmark templates for integration of technology and processor configurations, best-in-class simulation, and other discrete modelling tools.		
Midfield Satellite Concourse North Project Terminal Planning and Environmental Impact Report	DA-4720; May 2012-May 2015	City of Los Angeles; Los Angeles World Airports	Ms. Cynthia Guidry Director at Long Beach Airport 424-646-7690	Successfully completed planning for the Midfield Satellite Concourse (MSC) at LAX, a project definition document, and an Environmental Impact Report (EIR) for the construction and operation of the MSC. The EIR identified the first phase of the MSC and environmentally cleared those elements at a project level. Subsequent phases of the MSC were evaluated at a program level in the EIR. The MSC North (Phase 1) is constructed and operational; subsequent phases have been evaluated and found to be consistent with the assumptions in the EIR for the future phases of MSC.	\$10,200,000	N/A
On-Call Airside Planning Services	DA-4700; February 2012-March 2015	City of Los Angeles; Los Angeles World Airports	Ms. Cynthia Guidry Director at Long Beach Airport 424-646-7690	Successfully conducted multiple tasks related to LAX airfield concepts and potential impacts to on- and off-airport facilities and environment. Efforts included operational and financial feasibility studies. Successfully conducted a financial feasibility study for the Specific Plan Amendment Study (SPAS); identified and evaluated safety risks on the airfield as well as mitigation concepts; calculated American National Standards Institute Sleep Awakening noise contours for SPAS Alternatives; provided oversight to the West Maintenance Hangar CEQA contractor; reviewed the EIR documentation and ensured effective collaboration with the Airport Development Group and the CEQA contractor; conducted airfield simulation for the Crossfield Taxiway Study to assess push	\$3,000,000	N/A

CONTRACT NAME	CONTRACT NUMBER AND DATES	AWARDING AUTHORITY	CONTACT NAME AND PHONE NUMBER	DESCRIPTION AND SUCCESS OF PERFORMANCE	TOTAL DOLLAR AMOUNT	AUDIT INFORMATION
				back impacts; identified and proposed solutions related to airfield design modifications to standards; conducted runway safety area (RSA) assessments and developed concepts to meet RSA requirements; and conducted airfield simulations of SPAS airfield alternatives.		
On-Call Technical Airport Planning Services	Z080890S; October 2010– October 2014	San Diego County Regional Airport Authority	Mr. Brendan Reed 619-400-2785	Successfully conducted multiple tasks including planning assessments related to airfield, cargo, terminal and landside areas at San Diego International Airport, preparation of documentation for compliance with the CEQA and NEPA for proposed projects, conducting customer surveys, assessing flight procedures to reduce noise, conducting forecast analysis, airfield movement optimization, and preparing a financial analysis.	\$2,500,000	N/A

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

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

**CERTIFICATION UNDER PENALTY OF PERJURY**

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

Joseph A. Huy, CM, Senior Vice President

Print Name, Title



Signature

October 24, 2022

Date



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

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

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

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

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

Ricondo & Associates, Inc., 20 North Clark Street, Suite 1500, Chicago, Illinois 60602  
Company Name, Address and Phone Number

  
Signature of Officer or Authorized Representative

October 24, 2022

Date

Joseph A. Huy, CM, Senior Vice President  
Print Name and Title of Officer or Authorized Representative

Environmental Technical and Expert Consulting Services for Cargo Modernization at Los Angeles International Airport  
Project Title

5





# **IRAN CONTRACTING ACT OF 2010 COMPLIANCE AFFIDAVIT**

(California Public Contract Code Sections 2200-2208)

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

1. A bidder providing goods or services of twenty million dollars (\$20,000,000) or more in the energy sector of Iran, including provision of oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; **or**
2. A bidder that is a financial institution (as that term is defined in 50 U.S.C. § 1701) that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created by the California Department of General Services (DGS) pursuant to PCC § 2203(b) as a person engaging in the investment activities in Iran.


The bidder shall certify that at the time of submitting a bid for new contract or renewal of an existing contract, the bidder is **not** identified on the DGS list of ineligible businesses or persons and that the bidder is **not** engaged in investment activities in Iran in violation of the Iran Contracting Act of 2010.

**California law establishes penalties for providing false certifications, including civil penalties equal to the greater of \$250,000 or twice the amount of the contract for which the false certification was made; contract termination; and three-year ineligibility to bid on contracts (PCC § 2205).**

To comply with the Iran Contracting Act of 2010, the bidder shall provide its vendor or financial institution name, and City Business Tax Registration Certificate (BTRC) if available, in completing **ONE** of the options shown below.

## **OPTION #1: CERTIFICATION**

I, the official named below, certify that I am duly authorized to execute this certification on behalf of the bidder or financial institution identified below, and that the bidder or financial institution identified below is **not** on the current DGS list of persons engaged in investment activities in Iran and is **not** a financial institution extending twenty million dollars (\$20,000,000) or more in credit to another person or vendor, for 45 days or more, if that other person or vendor will use the credit to provide goods or services in the energy sector in Iran and is identified on the current DSG list of persons engaged in investment activities in Iran.

<b>Vendor Name/Financial Institution (printed)</b> Ricondo & Associates, Inc.		<b>BTRC (or n/a)</b> 951699-0001-0
<b>By (Authorized Signature)</b> 		
<b>Print Name and Title of Person Signing</b> Joseph A. Huy, CM, Senior Vice President		
<b>Date Executed</b> October 24, 2022	<b>City Approval (Signature)</b>	<b>(Print Name)</b>

## **OPTION #2: EXEMPTION**

Pursuant to PCC § 2203(c) and (d), a public entity may permit a bidder or financial institution engaged in investment activities in Iran, on a case-by-case basis, to be eligible for, or to bid on, submit a proposal for, or enter into, or renew, a contract for goods and services. If the bidder or financial institution identified below has obtained an exemption from the certification requirement under the Iran Contracting Act of 2010, the bidder or financial institution shall complete and sign below and attach documentation demonstrating the exemption approval.

<b>Vendor Name/Financial Institution (printed)</b>		<b>BTRC (or n/a)</b>
<b>By (Authorized Signature)</b>		
<b>Print Name and Title of Person Signing</b>		
<b>Date Executed</b>	<b>City Approval (Signature)</b>	<b>(Print Name)</b>

6



**LAWA EBO COMPLIANCE**

**FOR LAWA CONTRACTORS ONLY**

City of Los Angeles  
Department of Public Works  
Bureau of Contract Administration  
Office of Contract Compliance  
1149 S. Broadway, Suite 300, Los Angeles, CA 90015  
Phone: (213) 847-2625 E-mail: [bca.eeoe@lacity.org](mailto:bca.eeoe@lacity.org)

**EQUAL BENEFITS ORDINANCE COMPLIANCE AFFIDAVIT**

Prime contractors must certify compliance with Los Angeles Administrative Code (LAAC) Section 10.8.2.1 et seq. prior to the execution of a City agreement subject to the Equal Benefits Ordinance (EBO).

**SECTION 1. CONTACT INFORMATION**

Company Name: Ricondo & Associates, Inc.

Company Address: 20 North Clark Street, Suite 1500 (corporate headquarters)

City: Chicago State: Illinois Zip: 60602

Contact Person: Joseph A. Huy, CM Phone: 760-444-0106 x410 E-mail: jhuy@ricondo.com

Approximate Number of Employees in the United States: 172

Approximate Number of Employees in the City of Los Angeles: 1

**SECTION 2. EBO REQUIREMENTS**

The EBO requires City Contractors who provide benefits to employees with spouses to provide the same benefits to employees with domestic partners. Domestic Partner means any two adults, of the same or different sex, who have registered as domestic partners with a governmental entity pursuant to state or local law authorizing this registration, or with an internal registry maintained by the employer of at least one of the domestic partners.

Unless otherwise exempt, the contractor is subject to and shall comply with the EBO as follows:

- A. The contractor's operations located within the City limits, regardless of whether there are employees at those locations performing work on the City Contract; and
- B. The contractor's operations located outside of the City limits if the property is owned by the City or the City has a right to occupy the property, and if the contractor's presence at or on the property is connected to a Contract with the City; and
- C. The Contractor's employees located elsewhere in the United States, but outside of the City Limits, if those employees are performing work on the City Contract.

A Contractor must post a copy of the following statement in conspicuous places at its place of business available to employees and applicants for employment:

"During the performance of a Contract with the City of Los Angeles, the Contractor will provide equal benefits to its employees with spouses and its employees with domestic partners."

## LAWA EBO COMPLIANCE

### SECTION 3. COMPLIANCE OPTIONS

I have read and understand the provisions of the Equal Benefits Ordinance and have determined that this company will comply as indicated below:

- ☐..... I have no employees.
- ☐..... I provide no benefits.
- ☐..... I provide benefits to employees only. Employees are prohibited from enrolling their spouse or domestic partner.
- ☒..... I provide equal benefits as required by the City of Los Angeles EBO.
- ☐..... I provide employees with a "Cash Equivalent." Note: The "Cash Equivalent" is the amount of money equivalent to what your company pays for spousal benefits that are unavailable for domestic partners, or vice versa.
- ☐..... All or some employees are covered by a collective bargaining agreement (CBA) or union trust fund. Consequently, I will provide Equal Benefits to all non-union represented employees, subject to the EBO, and will propose to the affected unions that they incorporate the requirements of the EBO into their CBA upon amendment, extension, or other modification of the CBA.
- ☐..... Health benefits currently provided do not comply with the EBO. However, I will make the necessary changes to provide Equal Benefits upon my next Open Enrollment period which begins on (Date) \_\_\_\_\_.
- ☐..... Our current company policies, i.e., family leave, bereavement leave, etc., do not comply with the provisions of the EBO. However, I will make the necessary modifications within three (3) months from the date of this affidavit.

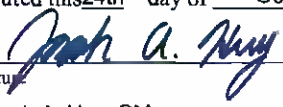
### SECTION 4. DECLARATION UNDER PENALTY OF PERJURY

I understand that I am required to permit the City of Los Angeles access to and upon request, must provide certified copies of all company records pertaining to benefits, policies and practices for the purpose of investigation or to ascertain compliance with the Equal Benefits Ordinance. Furthermore, I understand that failure to comply with LAAC Section 10.8.2.1 et seq., Equal Benefits Ordinance may be deemed a material breach of any City contract by the Awarding Authority. The Awarding Authority may cancel, terminate or suspend in whole or in part, the contract; monies due or to become due under a contract may be retained by the City until compliance is achieved. The City may also pursue any and all other remedies at law or in equity for any breach. The City may use the failure to comply with the Equal Benefits Ordinance as evidence against the Contractor in actions taken pursuant to the provisions of the LAAC Section 10.40, et seq., Contractor Responsibility Ordinance.

Ricondo & Associates, Inc. will comply with the Equal Benefits Ordinance requirements  
Company Name  
as indicated above prior to executing a contract with the City of Los Angeles and will comply for the entire duration of the contract(s).

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct, and that I am authorized to bind this entity contractually.

Executed this 24th day of October, in the year 20 22, at Carlsbad, CA  
(City) (State)

 _____ Signature	<u>2111 Palomar Airport Road, Suite 350</u> _____ Mailing Address
<u>Joseph A. Huy, CM</u> _____ Name of Signatory (please print)	<u>Carlsbad, California 92011</u> _____ City, State, Zip Code
<u>Senior Vice President</u> _____ Title	<u>36-3663903</u> _____ EIN/TIN

7



FORM  
50

## Bidder Certification

Los Angeles City  
ETHICS COMMISSION

This form must be submitted with your bid or proposal to the City department that is awarding the contract noted below. If you have questions about this form, please contact the Ethics Commission at (213) 978-1960.

☒ Original Filing ☐ Amendment: Date of Signed Original \_\_\_\_\_ Date of Last Amendment \_\_\_\_\_

Reference Number (Bid, Contract, or BAVN)	Awarding Authority (Department awarding the contract)
204026	Los Angeles World Airports
Bidder Name	
Ricondo & Associates, Inc.	
Address	
20 North Clark Street, Suite 1500, Chicago, Illinois 60602 (corporate headquarters)	
Email Address	Phone Number
jhuy@ricondo.com	760-444-0106 x410

## Certification

I certify the following on my own behalf or on behalf of the entity named above, which I am authorized to represent:


A. I am applying for one of the following types of contracts with the City of Los Angeles:

1. A goods or services contract with a value of more than \$25,000 and a term of at least three months;
2. A construction contract with any value and duration;
3. A financial assistance contract, as defined in Los Angeles Administrative Code § 10.40.1(h), with a value of at least \$100,000 and a term of any duration; or
4. A public lease or license, as defined in Los Angeles Administrative Code § 10.40.1(i), with any value and duration.

B. I acknowledge and agree to comply with the disclosure requirements and prohibitions established in the Los Angeles Municipal Lobbying Ordinance if I qualify as a lobbying entity under Los Angeles Municipal Code § 48.02.

I certify under penalty of perjury under the laws of the City of Los Angeles and the state of California that the information in this form is true and complete.

Joseph A. Huy, CM  
\_\_\_\_\_  
Name  
  
Senior Vice President  
\_\_\_\_\_  
Title

  
\_\_\_\_\_  
Signature  
  
October 24th, 2022  
\_\_\_\_\_  
Date

8





# AFFIDAVIT REQUIRED OF ALL PROPOSERS/BIDDERS

(This Affidavit will become part of the contract for the selected Proposer/Bidder)

The City of Los Angeles, Los Angeles World Airports (LAWA) is committed to creating an environment that provides all individuals and businesses open access to the business opportunities available at LAWA.

## MANDATORY BUSINESS ENTERPRISE PARTICIPATION LEVELS:

This Project has the following mandatory participation levels:	If awarded the contract, the selected Proposer/Bidder commits to achieving the following participation levels on the Project:
SBE <u>20</u> %	SBE <u>20</u> %
LBE <u>10</u> %	LBE <u>10</u> %
LSBE <u>3</u> %	LSBE <u>8.5</u> %
DVBE <u>2</u> %	DVBE <u>2</u> %

Achievement level(s) will be calculated as the percentage of the total contract amount for which SBEs, LBEs, LSBEs or DVBEs were utilized. The selected Proposer/Bidder's performance on the applicable business enterprise levels will be monitored throughout the duration of the contract, and the business enterprise achievement levels will be calculated at the end of the contract term.

## SUBCONTRACTORS:

As applicable, the selected Proposer/Bidder will be required to comply with California's "Subletting and Subcontracting Fair Practices Act" (Public Contract Code Sections 4100 et seq.) ([www.leginfo.ca.gov/cgi-bin/calawquery?codesection=pcc&codebody=&hits=20](http://www.leginfo.ca.gov/cgi-bin/calawquery?codesection=pcc&codebody=&hits=20)).

Any reduction, increase, or other change to the SBE, LBE, LSBE or DBVE Subcontract amounts without prior written approval of Procurement Services Division (PSD) is considered an Unauthorized Subcontractor Substitution, and the selected Proposer/Bidder may be subject to a penalty. A subcontract dollar value increased or reduced solely as the result of a Change Order issued by LAWA to add or delete from the original scope of work shall not be subject to a penalty for an Unauthorized Subcontractor Substitution.

Proposers/Bidders must list all Subcontractors on LAWA's Subcontractor Participation Plan and include all requested information. Only PSD is authorized to grant either initial approval of Subcontractor(s) or additions, deletions, and substitutions.

## PENALTIES:

Violation of the SBE, LBE, LSBE and DVBE Program Rules and Regulations ([http://www.lawa.org/welcome\\_LAWA.aspx?id=146](http://www.lawa.org/welcome_LAWA.aspx?id=146)) may result in financial penalties.

At the end of each project, LAWA may withhold as disputed funds 15% of the total dollar value of all subcontract(s) that appear to be in violation of the SBE, LBE, LSBE or DVBE Programs and 15% of the total dollar value of all subcontract(s) where work was performed on the project without, or prior to, approval by LAWA.

## REPORTING REQUIREMENTS:

The selected Proposer/Bidder shall submit to LAWA, on a monthly basis, together with its invoice the Subcontractor Utilization Report listing the SBE, LBE, LSBE or DVBE subcontractors utilized during the reporting period. LAWA will not process or pay selected Proposer/Bidder's subsequent invoices if the Subcontractor Utilization Reports are not submitted with the monthly invoice.

The Contractor must submit the Final Subcontracting Report to PSD within fifteen (15) calendar days after a request for the report by PSD. Failure to comply shall result in the assessment of liquidated damages in the amount of \$100.00 per day by LAWA.

## CERTIFICATION

The Bidder/Proposer certifies that it/he/she has read and understood the SBE, LBE, LSBE and DVBE Program Rules and Regulations (located at [http://www.lawa.org/welcome\\_LAWA.aspx?id=146](http://www.lawa.org/welcome_LAWA.aspx?id=146)) and further certifies that, if awarded the Contract, it/he/she shall fully comply with LAWA's SBE, LBE, LSBE and DVBE Programs.

Ricondo & Associates, Inc., 20 North Clark Street, Suite 1500, Chicago, Illinois 60602 760-444-0106 x410

Company Name, Address and Phone Number



October 24, 2022

Signature of Officer or Other Authorized Representative

Date

Joseph A. Huy, CM, Senior Vice President

Print Name and Title of Officer or Other Authorized Representative

Environmental Technical and Expert Consulting Services for Cargo Modernization at Los Angeles World Airports  
Project Title



## SUBCONTRACTOR PARTICIPATION PLAN

### ATTENTION:

**You MUST list ALL subcontractors, regardless of their dollar amount or percent proposed, and regardless of whether they are certified or not.**

**You MUST fill out ALL applicable fields completely for Prime and all subcontractors. Failure to provide complete and legible information on this form may result in your firm not receiving full certification credit.**

Project Title: LAWA Environmental Technical/Expert Consulting Svcs. for Cargo Modernization Today's Date: November 2, 2022

BIDDER/PROPOSER COMPANY INFORMATION		PROFILE INFORMATION		BID/PROPOSAL AMOUNT		DESCRIPTION OF PROJECT SERVICES
NAME: <u>RICONDO &amp; ASSOCIATES, INC.</u>		ETHNICITY: <u>Caucasian</u>		N/A	45.5%	Project management; airport, cargo, and transportation planning services; CEQA/NEPA consulting services; public outreach; environmental and entitlement services  NAICS: 541611, 541330, 541620, 541990
ADDRESS: <u>20 North Clark Street, Suite 1500</u>		GENDER: <u>Male</u>				
CITY/STATE/ZIP: <u>Chicago, Illinois 60602</u>		FEDERAL TAX ID #: <u>36-3663903</u>				
CONTACT NAME: <u>Joseph A. Huy, CM</u>		EMAIL: <u>jhuy@ricondo.com</u>				
TELEPHONE NO: <u>760-444-0106 x410</u>						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____						
SUBCONTRACTOR COMPANY INFORMATION		PROFILE INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <u>AVIATRIX COMMUNICATIONS, LLC</u>		ETHNICITY: <u>Hispanic</u>		N/A	1.0%	Community relations; public outreach  NAICS: 541820
ADDRESS: <u>11162 Caminito Vista Pacifica</u>		GENDER: <u>Female</u>				
CITY/STATE/ZIP: <u>San Diego, California 92131</u>		FEDERAL TAX ID #: <u>83-2928947</u>				
CONTACT NAME: <u>Kathryn Franco Jones</u>		EMAIL: <u>katie@aviatrixcommunications.com</u>				
TELEPHONE NO: <u>760-717-1888</u>						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE						
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER: <u>DOT UCP</u>						
SUBCONTRACTOR COMPANY INFORMATION		PROFILE INFORMATION		\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <u>BLACKHAWK ENVIRONMENTAL, INC.</u>		ETHNICITY: <u>White</u>		N/A	0.5%	Biological resources  NAICS: 541620, 541690
ADDRESS: <u>1720 Midvale Drive</u>		GENDER: <u>Male</u>				
CITY/STATE/ZIP: <u>San Diego, California 92105</u>		FEDERAL TAX ID #: <u>46-1310988</u>				
CONTACT NAME: <u>Seth Reimers</u>		EMAIL: <u>seth@blackhawkenv.com</u>				
TELEPHONE NO: <u>619-972-7932</u>						
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE						
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER: <u>WBEC-EAST</u>						

## SUBCONTRACTOR PARTICIPATION PLAN

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
<b>NAME: CDM SMITH INC.</b> <b>ADDRESS: 600 Wilshire Blvd, Suite 750</b> <b>CITY/STATE/ZIP: Los Angeles, California 90017</b> <b>CONTACT NAME: David J. Jensen</b> <b>TELEPHONE No: 213-457-2145</b> CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER	<b>ETHNICITY: Caucasian</b> <b>GENDER: Male</b> <b>FEDERAL TAX ID #: 04-2473650</b> <b>EMAIL: <a href="mailto:jensendj@cdmsmith.com">jensendj@cdmsmith.com</a></b>	N/A	30.0%	Engineering services; environmental consulting services; other scientific and technical consulting services
				NAICS: 541330; 541620; 541690
<b>NAME: COGSTONE RESOURCE MANAGEMENT, INC.</b> <b>ADDRESS: 1518 West Taft Avenue</b> <b>CITY/STATE/ZIP: Orange, California 92865</b> <b>CONTACT NAME: Holly Hickman</b> <b>TELEPHONE No: 714-974-8300</b> CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER CA Public Utilities Commission	<b>ETHNICITY: Caucasian</b> <b>GENDER: Female</b> <b>FEDERAL TAX ID #: 33-0963691</b> <b>EMAIL: <a href="mailto:hhickman@cogstone.com">hhickman@cogstone.com</a></b>	N/A	0.5%	Architectural; archeological; cultural; tribal resources
				NAICS: 541620, 712120
<b>NAME: CONNICO, LLC</b> <b>ADDRESS: 2594 North Mount Juliet Road</b> <b>CITY/STATE/ZIP: Mount Juliet, Tennessee 37122</b> <b>CONTACT NAME: Sri Kumar</b> <b>TELEPHONE No: 615-758-7474</b> CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Asia subcontinent</b> <b>GENDER: Male</b> <b>FEDERAL TAX ID #: 87-4308617</b> <b>EMAIL: <a href="mailto:skumar@connico.com">skumar@connico.com</a></b>	N/A	1.0%	Cost estimation review; constructability review
				NAICS: 236220, 237310, 541330, 541611, 541990
<b>NAME: CRAFTWATER ENGINEERING, INC</b> <b>ADDRESS: 10711 Oakbend Drive</b> <b>CITY/STATE/ZIP: San Diego, California 92131</b> <b>CONTACT NAME: Merrill Taylor</b> <b>TELEPHONE No: 801-380-6498</b> CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Caucasian</b> <b>GENDER: Male</b> <b>FEDERAL TAX ID #: 88-4491771</b> <b>EMAIL: <a href="mailto:merrill.taylor@craftwaterinc.com">merrill.taylor@craftwaterinc.com</a></b>	N/A	0.5%	Hydrology; water quality; water resources
				NAICS: 541330

## SUBCONTRACTOR PARTICIPATION PLAN

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <b>C2PM</b>	ETHNICITY: Asian - American	N/A	1.0%	Project controls support; project administration
ADDRESS: 8547 Cashio Street	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, California 90035	FEDERAL TAX ID #: 02-0612145			NAICS: 541330, 541620, 541611
CONTACT NAME: Rowena Altaña	EMAIL: <a href="mailto:Rowena@c2pm.com">Rowena@c2pm.com</a>			
TELEPHONE No: 949-254-9077				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				
SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <b>ECOTIERRA CONSULTING, INC.</b>	ETHNICITY: Caucasian	N/A	2.5%	Aesthetics/visual effects; environmental justice / socioeconomics / children's environmental health; land use planning; other environmental resources; population/housing / public services
ADDRESS: 633 West 5th Street, 26th Floor	GENDER: Male			
CITY/STATE/ZIP: Los Angeles, California 90071	FEDERAL TAX ID #: 27-2828997			NAICS: 541990
CONTACT NAME: Craig Fajnor	EMAIL: <a href="mailto:craig@ecotierraconsulting.com">craig@ecotierraconsulting.com</a>			
TELEPHONE No: 213-235-4771				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <b>ENVIRONMENTAL SCIENCE ASSOCIATES</b>	ETHNICITY: Asian	N/A	1.5%	Department of Transportation Act Section 4F/6F; noise and compatible land use
ADDRESS: 626 Wilshire Boulevard, Suite 1100	GENDER: Male			
CITY/STATE/ZIP: Los Angeles, California 90017	FEDERAL TAX ID #: 94-1698350			NAICS: 541620, 541690, 562910, 541720, 712120, 541370, 541330, 54151S
CONTACT NAME: Michael Arnold	EMAIL: <a href="mailto:marnold@esassoc.com">marnold@esassoc.com</a>			
TELEPHONE No: 407-312-1294				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				
SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: <b>HISTORIC RESOURCES GROUP, LLC</b>	ETHNICITY: Caucasian	N/A	1.0%	Historic resources
ADDRESS: 12 South Fair Oaks Avenue, Suite 200	GENDER: Female			
CITY/STATE/ZIP: Pasadena, California 91105-3816	FEDERAL TAX ID #: 95-4244555			NAICS: 541990, 541620, 712120, 541310
CONTACT NAME: Andrea Humberger	EMAIL: <a href="mailto:hrg@historicrosourcesgroup.com">hrg@historicrosourcesgroup.com</a>			
TELEPHONE No: 629-793-2400				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER: LA County, MetroWD				

## SUBCONTRACTOR PARTICIPATION PLAN

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
<b>NAME: ILLUSTRATE MY DESIGN, LLC</b> <b>ADDRESS: 1775 Tysons Boulevard, 5th Floor</b> <b>CITY/STATE/ZIP: McLean, Virginia 22102</b> <b>CONTACT NAME: Florencia Biale</b> <b>TELEPHONE No: 703-548-2929, ext 101</b> <b>CERTIFICATION TYPE:</b> <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE <b>CERTIFYING AGENCY:</b> <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Hispanic</b> <b>GENDER: Female</b> <b>FEDERAL TAX ID #: 26-1344250</b> <b>EMAIL: <a href="mailto:fbiale@illustratemydesign.com">fbiale@illustratemydesign.com</a></b>	N/A	0.5%	Aesthetics / visual effects   NAICS: 541430, 513210, 512110, 512191, 541990
<b>NAME: JBG ENVIRONMENTAL CONSULTING</b> <b>ADDRESS: 4368 Niagara Avenue</b> <b>CITY/STATE/ZIP: San Diego, California 92107</b> <b>CONTACT NAME: Julie B. Gaa</b> <b>TELEPHONE No: 619-224-6684</b> <b>CERTIFICATION TYPE:</b> <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE <b>CERTIFYING AGENCY:</b> <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Caucasian</b> <b>GENDER: Female</b> <b>FEDERAL TAX ID #: 547-55-9075</b> <b>EMAIL: <a href="mailto:JBGeny@outlook.com">JBGeny@outlook.com</a></b>			N/A
<b>NAME: KATZ &amp; ASSOCIATES, INC.</b> <b>ADDRESS: 611 North Brand Boulevard</b> <b>CITY/STATE/ZIP: Glendale, California 91203</b> <b>CONTACT NAME: Sara Katz</b> <b>TELEPHONE No: 619-813-9551</b> <b>CERTIFICATION TYPE:</b> <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE <b>CERTIFYING AGENCY:</b> <input type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Caucasian</b> <b>GENDER: Female</b> <b>FEDERAL TAX ID #: 88-0285918</b> <b>EMAIL: <a href="mailto:skatz@katzandassociates.com">skatz@katzandassociates.com</a></b>	N/A	1.5%	
<b>NAME: LELAND SAYLOR &amp; ASSOCIATES, INC.</b> <b>ADDRESS: 515 South Flower Street, 18th Floor</b> <b>CITY/STATE/ZIP: Los Angeles, California 90071</b> <b>CONTACT NAME: Leyland Saylor</b> <b>TELEPHONE No: 310-207-6900</b> <b>CERTIFICATION TYPE:</b> <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input checked="" type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE <b>CERTIFYING AGENCY:</b> <input type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:	<b>ETHNICITY: Caucasian</b> <b>GENDER: Male</b> <b>FEDERAL TAX ID #: 94-3262532</b> <b>EMAIL: <a href="mailto:lsaylor@lelandsaylor.com">lsaylor@lelandsaylor.com</a></b>			N/A



## SUBCONTRACTOR PARTICIPATION PLAN

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: LEX CONSULTING	ETHNICITY: Caucasian	N/A	0.5%	Document production services
ADDRESS: 18561 Florida Street #1018	GENDER: Female			
CITY/STATE/ZIP: Huntington Beach, California 92648	FEDERAL TAX ID #: 139-56-8858			
CONTACT NAME: Wendy Lex	EMAIL: <a href="mailto:wendylex@outlook.com">wendylex@outlook.com</a>			
TELEPHONE No: 949-370-7936				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER:				NAICS: 518210, 561410
NAME: MERIDIAN CONSULTANTS LLC	ETHNICITY: Caucasian	N/A	1.0%	Land use planning; entitlement support
ADDRESS: 920 Hampshire Road, Suite A5	GENDER: Male			
CITY/STATE/ZIP: Westlake Village, California 93161	FEDERAL TAX ID #: 46-4569888			
CONTACT NAME: Joe Gibson	EMAIL: <a href="mailto:jgibson@meridianconsultantsllc.com">jgibson@meridianconsultantsllc.com</a>			
TELEPHONE No: 805-367-5720				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER LAUSD				NAICS: 541620, 541990
NAME: PBS ENGINEERS, INC.	ETHNICITY: Asian	N/A	1.0%	Energy; natural resources; energy supply
ADDRESS: 2100 East Route 66, Suite 210	GENDER: Male			
CITY/STATE/ZIP: Glendora, California 91740	FEDERAL TAX ID #: 77-0599129			
CONTACT NAME: Kunal Shah, PE, RCDD, LEED AP	EMAIL: <a href="mailto:kshah@pbsengineers.com">kshah@pbsengineers.com</a>			
TELEPHONE No: 626-650-0350				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541330
NAME: POINT C, LLC	ETHNICITY: Black	N/A	0.5%	Agency coordination
ADDRESS: 120 North Madison Ave	GENDER: Male			
CITY/STATE/ZIP: Pasadena, California 91101	FEDERAL TAX ID #: 27-2396848			
CONTACT NAME: Tony V. Harris	EMAIL: <a href="mailto:tharris@pointcpartners.com">tharris@pointcpartners.com</a>			
TELEPHONE No: 626-768-2518				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER				NAICS: 541611, 541330

## SUBCONTRACTOR PARTICIPATION PLAN

SUBCONTRACTOR COMPANY INFORMATION	PROFILE INFORMATION	\$ PROPOSED	% PROPOSED	DESCRIPTION OF PROJECT SERVICES
NAME: RAJU ASSOCIATES, INC.	ETHNICITY: Asia subcontinent	N/A	4.0%	Transportation; traffic services
ADDRESS: 505 East Colorado Boulevard, Suite 202	GENDER: Male			
CITY/STATE/ZIP: Pasadena, California 91101	FEDERAL TAX ID #: 42-1548937			
CONTACT NAME: Srinath Raju	EMAIL: <a href="mailto:srinath.raju@rajuassociates.com">srinath.raju@rajuassociates.com</a>			
TELEPHONE No: 626-792-2700				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS: 541330, 541630, 541690
NAME: TRIFILETTI CONSULTING, INC.	ETHNICITY: Hispanic	N/A	2.5%	Sustainability; agency coordination
ADDRESS: 1545 Wilshire Blvd., Suite 700	GENDER: Female			
CITY/STATE/ZIP: Los Angeles, California 90017	FEDERAL TAX ID #: 81-3723045			
CONTACT NAME: Desiree De La O	EMAIL: <a href="mailto:desiree@trifiletticonsulting.com">desiree@trifiletticonsulting.com</a>			
TELEPHONE No: 626-422-2689				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input checked="" type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> WBE				
CERTIFYING AGENCY: <input checked="" type="checkbox"/> CITY OF LA <input checked="" type="checkbox"/> CALIF DGS <input checked="" type="checkbox"/> CALTRANS <input checked="" type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input type="checkbox"/> OTHER _____				NAICS: 541990
NAME: VMC, LLC	ETHNICITY: Korean	N/A	0.5%	Safety management and airspace surfaces review
ADDRESS: 1650 West End Blvd., Suite 100	GENDER: Female			
CITY/STATE/ZIP: St. Louis Park, Minnesota 55416	FEDERAL TAX ID #: 20-3658210			
CONTACT NAME: Angela Merrifield	EMAIL: <a href="mailto:amerrifield@vmc LLC.com">amerrifield@vmc LLC.com</a>			
TELEPHONE No: 407-919-9898				
CERTIFICATION TYPE: <input type="checkbox"/> ACDBE <input type="checkbox"/> DBE <input type="checkbox"/> DVBE <input checked="" type="checkbox"/> MBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> WBE				
CERTIFYING AGENCY: <input type="checkbox"/> CITY OF LA <input type="checkbox"/> CALIF DGS <input type="checkbox"/> CALTRANS <input type="checkbox"/> METRO <input checked="" type="checkbox"/> SBA <input type="checkbox"/> DVA <input type="checkbox"/> USWCC <input type="checkbox"/> NWBOC <input type="checkbox"/> WBEC-WEST <input checked="" type="checkbox"/> OTHER <u>CA Public Utilities Commission</u>				NAICS: 541512, 541513

## SUBCONTRACTOR PARTICIPATION PLAN

*I certify under the penalty of perjury that the information contained on this form is true and correct and that the firms listed are the subcontractors anticipated to be utilized if this project is awarded to the above prime contractor. I agree to comply with any applicable provisions for additions and substitutions, and I further understand and agree that any and all changes or substitutions must be authorized by the LAWA Procurement Services Division prior to their implementation. An amended Subcontractor Participation Plan is required for any substitution or change to Subcontractors listed on the originally submitted Plan.*

<b>Participation Level(s) Proposed by Bidder/Proposer:</b>	%	<input type="checkbox"/>	ACDBE
	%	<input type="checkbox"/>	DBE
	2%	<input checked="" type="checkbox"/>	DVBE
	10%	<input checked="" type="checkbox"/>	LBE
	3%	<input checked="" type="checkbox"/>	LSBE
	%	<input type="checkbox"/>	MBE/WBE
	20%	<input checked="" type="checkbox"/>	SBE

<b>Goal(s) Stated in the Request for Bid/Proposal</b>	%	<input type="checkbox"/>	ACDBE
	%	<input type="checkbox"/>	DBE
	2%	<input checked="" type="checkbox"/>	DVBE
	10%	<input checked="" type="checkbox"/>	LBE
	8.5%	<input checked="" type="checkbox"/>	LSBE
	%	<input type="checkbox"/>	MBE/WBE
	20%	<input checked="" type="checkbox"/>	SBE

 SIGNATURE	TITLE	November 2, 2022 DATE
--	-------	--------------------------

Joseph A. Huy, CM PRINT NAME	Senior Vice President TITLE	760-444-0106 x410 PHONE
---------------------------------	--------------------------------	----------------------------



KATHRYN FRANCO JONES

February 3, 2022

**AVIATRIX COMMUNICATIONS, LLC**

File #:46853

11162 Caminito Vista Pacifica  
SAN DIEGO, CA 92131

**Subject: Disadvantaged Business Enterprise (DBE) Certification Approval**

Dear JONES:

We are pleased to advise you that after careful review of your application and supporting documentation, the **San Diego Regional Airport Authority (SDCRAA)** has determined that your firm meets eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulations 49 CFR Part 26. This certification is also recognized by all USDOT agencies of California.

Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS Codes form the Application Package:

CA WCC C8712: PUBLIC RELATIONS

NAICS 541820: PUBLIC RELATIONS AGENCIES

Your DBE certification applies only for the above code(s). You may review your firm's information in the California Unified Certification Program's (CUCP) DBE database which can be accessed at the CUCP website at <https://californiaucp.dbesystem.com/>. Any additions and revisions must be submitted to SDCRAA for review and approval.

In order to assure continuing DBE status, you must submit an Annual Update Declaration form, along with supporting documentation. Based on your annual submission that no change in ownership and control has occurred, or if changes have occurred, they do not affect your firm's DBE standing, the DBE certification of your firm will continue until or unless it is removed by our agency.

Also, should any changes occur that could affect your certification status prior to receipt of the Annual Update Declaration, such as changes in your firm's name, business/mailing address,



ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify us immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

SDCRAA reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by SDCRAA.

For information on San Diego County Regional Airport Authority contracting opportunities, please visit our website at <https://www.san.org/Business-Opportunities/Contracting-Opportunities>.

Congratulations, and thank you for your interest in the DBE Program. I wish you every business success and look forward to hearing from you if I may be of any assistance to you in this regard.

Sincerely,

Maria Quiroz

This message was sent to: [katie@aviatrixcommunications.com](mailto:katie@aviatrixcommunications.com)  
Sent on: 2/3/2022 11:45:10 PM  
System ReferenceID: 154372898

Printed on: 10/19/2020 2:24:52 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

**Certification ID:** 1749306

**Legal Business Name:**

BLACKHAWK ENVIRONMENTAL INC

**Doing Business As (DBA) Name 1:**

BLACKHAWK ENVIRONMENTAL INC

**Doing Business As (DBA) Name 2:**

**Address:**

1720 MIDVALE DR

SAN DIEGO

CA 92105

**Email Address:**

seth@blackhawkenv.com

**Business Web Page:**

<http://www.blackhawkenv.com>

**Business Phone Number:**

619/972-7932

**Business Fax Number:**

**Business Types:**

Service

Certification Type	Status	From	To
DVBE	Approved	10/19/2020	10/31/2022
SB(Micro)	Approved	10/19/2020	10/31/2022

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



Desiree Martinez

February 14, 2022

**Cogstone Resource Management, Inc. DBA Cogstone**

File #:49374

1518 W Taft Avenue

Orange, CA 92865 [map]

**Subject: Disadvantaged Business Enterprise (DBE) Certification Approval**

Dear Ms. Martinez :

We are pleased to advise you that after careful review of your application and supporting documentation, the **California Department of Transportation (Caltrans)** has determined that your firm meets eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulations 49 CFR Part 26. This certification is also recognized by all USDOT agencies of California.

Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS Codes form the Application Package:

CA WCC C8835: ARCHEOLOGY

CA WCC C8860: PALEONTOLOGY

NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES

NAICS 712120: HISTORICAL SITES

Your DBE certification applies only for the above code(s). You may review your firm's information in the California Unified Certification Program's (CUCP) DBE database which can be accessed at the CUCP website at <https://californiaucp.dbesystem.com/>. Any additions and revisions must be submitted to Caltrans for review and approval.

In order to assure continuing DBE status, you must submit an Annual Update Declaration form, along with supporting documentation. Based on your annual submission that no change in ownership and control has occurred, or if changes have occurred, they do not affect your firm's DBE standing, the DBE certification of your firm will continue until or unless it is removed by our agency.

Also, should any changes occur that could affect your certification status prior to receipt of the Annual Update Declaration, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify us immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Caltrans reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Caltrans.

*For information on California Department of Transportation (Caltrans) contracting opportunities, please visit our website Office of Civil Rights at <https://dot.ca.gov/programs/procurement-and-contracts/contract-with-caltrans>.*

*Congratulations, and thank you for your interest in the DBE Program. I wish you every business success and look forward to hearing from you if I may be of any assistance to you in this regard.*

Sincerely,

Curtis Williams  
Conformed November 30, 2022

Office Chief Certifications Branch

A handwritten signature in blue ink, consisting of a stylized, looped initial followed by a horizontal line.

Curtis Williams  
Office Chief Certifications Branch

Printed on: 11/18/2021 1:42:03 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>**Office of Small Business & DVBE Services**

Certification ID: 2015363

Legal Business Name:

**Craftwater Engineering, Inc.**

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

10711 Oakbend Dr.

San Diego

CA 92131

Email Address:

chad.helmle@craftwaterinc.com

Business Web Page:

<https://www.craftwaterinc.com/>

Business Phone Number:

805/729-0943

Business Fax Number:

Business Types:

Service

Certification Type	Status	From	To
DVBE	Approved	04/13/2021	04/30/2023
SB(Micro)	Approved	04/13/2021	04/30/2023

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



#### Information

ID  
8621

Registered As  
Prime & Sub

Hours of Operation

Email  
marketing@c2pm.com  
(mailto:marketing@c2pm.com)

Phone  
9493333700

Fax  
9493333701

Admin  
Rowena Altaha  
marketing@c2pm.com  
(mailto:marketing@c2pm.com)

#### Addresses

Website  
http://www.c2pm.com (http://www.c2pm.com)

Business/Billing  
22601 Summerfield  
Mission Viejo, CA 92692  
United States  
(https://www.google.com/maps?q=22601%20Summerfield%20Mission%20Viejo,%20CA%2092692%20United%20States)

#### Summary

#### NAICS Codes

541613 Marketing Consulting Services  
541618 Other Management Consulting Services  
541380 Testing Laboratories  
237110 Water and Sewer Line and Related Structures Construction  
237120 Oil and Gas Pipeline and Related Structures Construction  
237130 Power and Communication Line and Related Structures Construction  
237990 Other Heavy and Civil Engineering Construction  
237310 Highway, Street, and Bridge Construction  
541611 Administrative Management and General Management Consulting Services  
541330 Engineering Services  
541620 Environmental Consulting Services

#### Certifications

DBE, EBE, MBE, WBE, SBE (LA), SBE (Proprietary), VSBE (Harbor)

#### California Entity Number

#### Non-Profit

No

#### Sole Proprietor

No

#### State or Professional License Numbers

\*\* The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website

Report [X]

#### CITY OF LOS ANGELES

City of Los Angeles  
(https://www.lacity.org)

Mayor's Office of Eric Garcetti  
(http://www.lamayor.org)

Open Data  
(https://data.lacity.org/dataset/RAMP-Open-Bld-Opportunities/h13r-utnq)

Bond Assistance Program

Building Permits  
(https://lads.org/services/core-services/plan-check-permit)

#### BUSINESS SERVICES

Business Source Centers  
(https://ewddlacity.com/index.php/local-business/businesssource-centers)

Business Tax Resources  
(https://finance.lacity.org/)

Minority Business Development Agency  
(https://www.mdba.gov/)

Office of Small Business  
(https://business.lacity.org/)

City of Los Angeles Green Business Program  
(https://www.lacitysan.org/san/faces/home/plsh-es/s-lsh-es-si/s-lsh-es-si-gbc?\_adf.ctrl-state=dwqhke9b2\_4&\_afLoop=283627338268)

#### A SERVICE BROUGHT TO YOU BY





Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net



**Metro**

## CALIFORNIA UNIFIED CERTIFICATION PROGRAM

April , 2019

CUCP# 32903  
Metro File #5534

Ms Rowena Altaha

**C2PM**

1120 S. Grand Avenue  
Suite 1111  
Los Angeles, CA 90015

Subject: Disadvantaged Business Enterprise Certification

Dear Ms Rowena Altaha:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 237110: WATER AND SEWER LINE AND RELATED STRUCTURES CONSTRUCTION  
NAICS 237120: OIL AND GAS PIPELINE AND RELATED STRUCTURES CONSTRUCTION  
NAICS 237130: POWER AND COMMUNICATION LINE AND RELATED STRUCTURES CONSTRUCTION  
NAICS 237310: HIGHWAY, STREET, AND BRIDGE CONSTRUCTION  
NAICS 237990: OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION  
NAICS 541330: ENGINEERING SERVICES  
NAICS 541350: BUILDING INSPECTION SERVICES  
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES  
NAICS 541613: MARKETING CONSULTING SERVICES  
NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES  
NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES  
NAICS 561990: ALL OTHER SUPPORT SERVICES

Your DBE certification applies only for the above code(s). You may review your firms information in the CUCP DBE database which can be accessed at the CUCP website at [www.californiaucp.org](http://www.californiaucp.org). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/mailling address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For  
Completed November 30, 2022

information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).

Sincerely,

A handwritten signature in black ink, appearing to be 'Shirley Wong', written over a horizontal line.

Shirley Wong  
Principal Certification Officer  
Diversity & Economic Opportunity Department





**Metro**

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

April , 2019

**Metro File #5534**

Ms Rowena Altaha

**CPM**

1120 S. Grand Avenue

Suite 1111

Los Angeles, CA 90015

Subject: Small Business Enterprise Certification

Dear Ms Rowena Altaha:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 237110: WATER AND SEWER LINE AND RELATED STRUCTURES CONSTRUCTION

NAICS 237120: OIL AND GAS PIPELINE AND RELATED STRUCTURES CONSTRUCTION

NAICS 237130: POWER AND COMMUNICATION LINE AND RELATED STRUCTURES CONSTRUCTION

NAICS 237310: HIGHWAY, STREET, AND BRIDGE CONSTRUCTION

NAICS 237990: OTHER HEAVY AND CIVIL ENGINEERING CONSTRUCTION

NAICS 541330: ENGINEERING SERVICES

NAICS 541350: BUILDING INSPECTION SERVICES

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

NAICS 541613: MARKETING CONSULTING SERVICES

NAICS 541618: OTHER MANAGEMENT CONSULTING SERVICES

NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES

NAICS 561990: ALL OTHER SUPPORT SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/mailling address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).



Shirley Wong  
Principal Certification Officer  
Diversity & Economic Opportunity Department

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

Certification ID: 32806

Legal Business Name:



Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

22601 SUMMERFIELD

MISSION VIEJO

CA 92692

Email Address:

rowena@c2pm.com

Business Web Page:

<http://www.c2pm.com/>

Business Phone Number:

949/333-3700

Business Fax Number:

Business Types:

Construction, Service

Certification Type	Status	From	To
SB(Micro)	Approved	11/10/2021	11/30/2023
SB-PW	Approved	11/24/2021	11/30/2023

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY  
**CONSUMER & BUSINESS AFFAIRS**

Board of Supervisors

December 23, 2021

Hilda L. Solis  
First District

Holly J. Mitchell  
Second District

Sheila Kuehl  
Third District

Janice Hahn  
Fourth District

Kathryn Barger  
Fifth District

Director  
Rafael Carbajal

Chief of Staff  
Joel Ayala

ROWENA ALTAHA  
C2PM  
900 WILSHIRE BLVD., SUITE 916  
LOS ANGELES, CA 90017

**CBE I.D. # 091551**  
**Status: DBE/MBE/WBE**

Dear ROWENA ALTAHA,

Congratulations! Your firm has been certified as an eligible participant in the County of Los Angeles Community Business Enterprise (CBE) Program with the designated participation status identified above. Your certification expires on December 31, 2023.

You will be included in the Los Angeles County CBE listing. The County's CBE listing is utilized by County departments, public agencies, private-sector prime and subcontractors to meet subcontracting goals. To request the most current CBE listing, email [CBESBE@dcba.lacounty.gov](mailto:CBESBE@dcba.lacounty.gov).

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at [DCBA.lacounty.gov](http://DCBA.lacounty.gov), email us at [OSB@dcba.lacounty.gov](mailto:OSB@dcba.lacounty.gov), or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal  
Director

Christian Olmos  
Program Chief, Office of Small Business  
RC:CO



[dcba.lacounty.gov](http://dcba.lacounty.gov)  
[info@dcba.lacounty.gov](mailto:info@dcba.lacounty.gov)

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706  
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

IMPORTANT MESSAGE for SB/DVBE applicants HERE (<https://caleprocure.ca.gov/pages/sbdvbe-index.aspx>)

X

NEW VIDEO! A 2 minute instructional video is now available for the FI\$Cal Purchase Order Payment History. The video and a detailed how-to guide are available on the Find Public Procurement Information (<https://caleprocure.ca.gov/pages/public-search.aspx>) page.

# Certification Profile

## State of California Certification



**Certification ID: 1756931**

Legal Business Name

**EcoTierra Consulting Inc**

Doing Business As (DBA) Name1

**EcoTierra Consulting Inc**

Doing Business As (DBA) Name2

Office Phone Number

**213/235-4771**

Business Fax Number

Business Web Address

**[www.ecotierraconsulting.com](http://www.ecotierraconsulting.com)**

Address

**633 W 5TH ST FL 26**

**LOS ANGELES**

**CA 90071**

Email:

**[craig@ecotierraconsulting.com](mailto:craig@ecotierraconsulting.com) (mailto:craig@ecotierraconsulting.com)**

Total Number of Employees

**8**

Business Types

**Service**

(http://www.ecotierraconsulting.com)

Service Areas

View Keywords
View Classifications

## Active Certifications

?

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	04/04/2022	Approved	04/04/22 2:57PM	04/04/2022	04/30/2024

## Certification History

?

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	09/04/2019	Expired	11/01/21 12:46AM	09/04/2019	10/31/2021
SB(Micro)	09/04/2019	Expired	10/14/19 11:43AM	09/04/2019	10/14/2019
SB(Micro)	08/07/2017	Expired	09/01/19 11:45AM	08/07/2017	08/31/2019
SB(Micro)	08/16/2013	Expired	08/16/13 12:00AM	08/16/2013	08/07/2017

Return to WorkCenter (/pages/index.aspx)

Print this Page



## Environmental Science Associates

### Information

ID  
11480

Registered As  
Prime & Sub

Hours of Operation

Email

Phone  
2135994300

Fax  
2135994301

Admin  
SC Marketing <smarketingrpf@esassoc.com (mailto:smarketingrpf@esassoc.com)

### Addresses

Website  
<http://www.esassoc.com> (<http://www.esassoc.com>)

Business/Billing  
826 Wilshire Boulevard Unit 1100  
Los Angeles, CA 90017  
USA  
(<https://www.google.com/maps?q=826%20%20Wilshire%20Boulevard%20Unit%201100%0ALos%20Angeles,%20CA%2090017%0AUSA>)

### Summary

#### NAICS Codes

54133 Engineering Services  
54189 Other Scientific and Technical Consulting Services  
54199 All Other Professional, Scientific, and Technical Services  
54162 Environmental Consulting Services  
541330 Engineering Services  
541990 All Other Professional, Scientific, and Technical Services  
541890 Other Scientific and Technical Consulting Services  
541620 Environmental Consulting Services  
712120 Historical Sites

#### Certifications

LBE (LA), LBE (Harbor), OBE

#### California Entity Number

#### Non-Profit

No

#### Sole Proprietor

No

#### State or Professional License Numbers

\*\* The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.

Report

### CITY OF LOS ANGELES

City of Los Angeles  
(<https://www.lacity.org>)  
Mayor's Office of Eric Garcetti  
(<http://www.lamayor.org>)  
Open Data  
(<https://data.lacity.org/dataset/RAMP-Open-Bid-Opportunities/hf3r-utnq>)  
Bond Assistance Program

### BUSINESS SERVICES

Business Source Centers  
(<https://ewddflacity.com/index.php/local-business/businesssource-centers>)  
Business Tax Resources  
(<https://finance.lacity.org/>)  
Minority Business Development Agency  
(<https://www.mbdba.gov/>)  
Office of Small Business  
(<https://business.lacity.org/>)

### A SERVICE BROUGHT TO YOU BY





BOARD OF SUPERVISORS

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

## COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

*"To Enrich Lives Through Effective and Caring Service"*



Joseph M. Nicchitta  
Director

Joel Ayala  
Chief Deputy

Rafael Carbajal  
Chief Deputy

November 03, 2020

ANDREA HUMBERGER

**HISTORIC RESOURCES GROUP**

12 S FAIR OAKS AVE STE 200  
PASADENA, CA 91105-1915

Vendor #: 527388

Certification Record

#:089568

### CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear ANDREA HUMBERGER,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your State of California Department of General Services' (DGS) small business certification. Your certification expires on October 31, 2022.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide your Vendor Number in your bid/proposal along with a copy of this approval letter for each response to receive the preference.

Additionally, the Board of Supervisors established a "Countywide Small Business Payment Liaison and Prompt Pay Program". As a certified LSBE, your company is now eligible for a 15-day prompt payment. Please call the Small Business Services office at 855-230-6430 or send an email to [osb@dcba.lacounty.gov](mailto:osb@dcba.lacounty.gov) to request your free Prompt Payment Stamp and instructions.

The County of Los Angeles Department of Consumer and Business Affairs reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for the program. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

Again, congratulations on your certification. If you have any questions about our LSBE Program, please call us at 323-881-3964, visit our website at <http://dcba.lacounty.gov> or email us at [osb@dcba.lacounty.gov](mailto:osb@dcba.lacounty.gov).

Sincerely,

Joseph M. Nicchitta  
Director

Christian Olmos  
Program Chief, Office of Small Business  
JMN:CO



To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

Certification ID: 59842

Legal Business Name:

Historic Resources Group, LLC

Doing Business As (DBA) Name 1:

N/A

Doing Business As (DBA) Name 2:

N/A

Address:

12 S. FAIR OAKS AVENUE

SUITE 200

PASADENA

CA 91105-3816

Email Address:

[hrg@historicrosourcesgroup.com](mailto:hrg@historicrosourcesgroup.com)

Business Web Page:

[www.historicrosourcesgroup.com](http://www.historicrosourcesgroup.com)

Business Phone Number:

626/793-2400

Business Fax Number:

626/793-2401

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	11/01/2020	10/31/2022

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

## Certified Profile

CLOSE WINDOW

Print

## Business &amp; Contact Information

BUSINESS NAME **Illustrate My Design LLC, DBA Illustrate My Design, IMD**

OWNER **Maria Florencia Bialek**

ADDRESS **1775 Tysons Blvd  
5th Floor  
McLean, VA 22102 [\[map\]](#)**

PHONE **703-548-2929 Ext. 101**

EMAIL **[inquiries@illustratemydesign.com](mailto:inquiries@illustratemydesign.com)**

WEBSITE **<http://www.illustratemydesign.com>**

ETHNICITY **Hispanic American**

GENDER **Female**

## Certification Information

CERTIFYING AGENCY **California Department of Transportation**

CERTIFICATION TYPE **DBE - Disadvantaged Business Enterprise**

CERTIFIED BUSINESS DESCRIPTION

## Commodity Codes

Code	Description
CA WCC 17336	COMMERICAL ART AND GRAPHIC DESIGN
NAICS 512191	Teleproduction and Other Postproduction Services
NAICS 541430	Graphic design services

## Additional Information

CUCP PUBLIC DIRECTORY CERTIFICATION NUMBER **45507**



[Return to Profile](#)

## Company Certifications

For any questions regarding certifications please contact the Bureau of Contract Administration, Office of Contract Compliance at [bca.certifications@lacity.org](mailto:bca.certifications@lacity.org)  
(mailto:bca.certifications@lacity.org)

### [View Expired Certifications](#)

#### Company Information

ID	1344
Name	JBG Environmental Consulting
Address	4368 Niagara Avenue San Diego, CA 92107

## City of Los Angeles Certifications

Certificate	Certifying Agency	Status	Add Date	Add By	Cert Date	Cert Number	Expiration Date
SBE: SMALL BUSINESS ENTERPRISE (PROPRIETARY)	Department of General Services Office of Small Business & Veterans Business Enterprise Services (OSDS)	Verified	2/1/2022	Julie Gaa	2021-10-29	15977	10/31/2023
SBE: SMALL BUSINESS ENTERPRISE (LOS ANGELES)	Department of General Services Office of Small Business & Veterans Business Enterprise Services (OSDS)	Verified	2/1/2022	Julie Gaa	2021-10-29	15977	10/31/2023
EBE: EMERGING BUSINESS ENTERPRISE	Department of General Services Office of Small Business & Veterans Business Enterprise Services (OSDS)	Verified	4/21/2021	Asiri Siriwardenage	2021-10-29	15977	10/31/2023
WBE: WOMEN-OWNED BUSINESS ENTERPRISE	California Unified Certification Program (CUCP) as a Disadvantage Business Enterprise (DBE (CUCP))	Verified	4/21/2021	Asiri Siriwardenage	2017-08-07	24885	
DBE: DISADVANTAGED BUSINESS ENTERPRISE	California Department of Transportation	Verified	4/21/2021	Asiri Siriwardenage	2017-08-07	24885	

## Harbor Certifications

Certificate	Certifying Agency	Status	Add Date	Add By	Cert Date	Cert Number	Expiration Date
No Certifications Found							

## Request for Certifications

Your certification will not appear on your BAVN profile until it has been verified by the Bureau of Contract Administration, Office of Contract Compliance, Certification Section.

#### Available Certifications

Select a Certification

**!** This is not an on-line application. You **MUST** already be certified to add the following to your BAVN profile.

**BUSINESS SERVICES**

**A SERVICE BROUGHT TO YOU BY**

City of Los Angeles  
(<https://www.lacity.org>)

Conformed November 30, 2022

Printed on: 8/2/2022 2:20:12 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



Office of Small Business & DVBE Services

Certification ID: 17878

Legal Business Name:

Katz & Associates, Inc.

Doing Business As (DBA) Name 1:

Katz & Associates

Doing Business As (DBA) Name 2:

Address:

1450 Frazee Road

Suite 200

San Diego

CA 92108

Email Address:

[dfax@katzandassociates.com](mailto:dfax@katzandassociates.com)

Business Web Page:

<http://www.katzandassociates.com>

Business Phone Number:

859/452-0031

Business Fax Number:

858/552-8437

Business Types:

Service

Certification Type	Status	From	To
SB	Approved	07/25/2022	07/31/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [QSDSHELP@DGS.CA.GOV](mailto:QSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



LOS ANGELES COUNTY  
**CONSUMER & BUSINESS AFFAIRS**

Board of Supervisors July 12, 2022

Hilda L. Solis  
First District

Holly J. Mitchell  
Second District

Sheila Kuehl  
Third District

Janice Hahn  
Fourth District

Kathryn Barger  
Fifth District

Director  
Rafael Carbajal

Chief of Staff  
Joel Ayala

LAUREN SULLIVAN  
LELAND SAYLOR ASSOCIATES  
11601 WILSHIRE BLVD STE 500  
LOS ANGELES, CA 90025-1741

**Vendor #:** 156583  
**Certification**  
**Record #:** 092665

**CERTIFICATION FOR FEDERALLY & NON-FEDERALLY FUNDED COUNTY SOLICITATIONS**

Dear LAUREN SULLIVAN,

Congratulations! Your business is now certified as a Disabled Veteran Business Enterprise (DVBE) with the County of Los Angeles effective as of the date of this letter. Your DVBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) certification. Your certification expires on **April 30, 2024**.

Your business is eligible for DVBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County DVBE certification status, visit: [camisvr.co.la.ca.us/webven](https://camisvr.co.la.ca.us/webven)

In addition, Disabled Veteran Owned Businesses are automatically included in the County of Los Angeles Community Business Enterprise (CBE) Program. The County's CBE listing is utilized by County departments, public agencies, private-sector prime and subcontractors to meet subcontracting goals. To request the most current CBE listing, email [CBESBE@dcba.lacounty.gov](mailto:CBESBE@dcba.lacounty.gov).

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at [DCBA.lacounty.gov](https://DCBA.lacounty.gov), email us at [OSB@dcba.lacounty.gov](mailto:OSB@dcba.lacounty.gov), or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal  
Director

Christian Olmos  
Program Chief, Small Business Services  
RC:CO



[dcba.lacounty.gov](https://dcba.lacounty.gov)  
[info@dcba.lacounty.gov](mailto:info@dcba.lacounty.gov)

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706  
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137

Printed on: 4/27/2022 10:14:21 AM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>**Office of Small Business & DVBE Services****Certification ID:** 298**Legal Business Name:**

LELAND SAYLOR &amp; ASSOCIATES, INC.

**Doing Business As (DBA) Name 1:**

LELAND SAYLOR &amp; ASSOCIATES

**Doing Business As (DBA) Name 2:****Address:**

1777 Oakland Blvd

Suite 103

Walnut Creek

CA 94596

**Email Address:**

lsaylor@lelandsaylor.com

**Business Web Page:****Business Phone Number:**

415/291-3200

**Business Fax Number:**

415/291-3201

**Business Types:**

Service

Certification Type	Status	From	To
DVBE	Approved	04/26/2022	04/30/2024
SB	Approved	04/26/2022	04/30/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

# Single Company Information

**Company:** Lex Consulting

**Contact:** Wendy A. Lex

**Business Description:** Data Processing, Hosting & Related Services / Document Preparation Services

**Phone:** (949) 370-7936

**Fax:**

**Street:** 18561 Florida St. #1018 Huntington Beach, CA 92648

**Ethnicity:** Caucasian

**Date Approved:** 12-22-2009

**DBE Certified:** 12-22-2009

**MBE Certified:**

**WBE Certified:** 12-22-2009

**ACDBE Certified:**  
Conformed November 30, 2022

NOW LIVE! DGS and FI\$Cal have collaborated to provide a public FI\$Cal Purchase Order Payment History search. It can be accessed by clicking the "Find Public Procurement Information" tile, and select "FI\$Cal Purchase Order Payment History." A tutorial is also provided to assist users on this exciting new tool. X

IMPORTANT MESSAGE for SB/DVBE applicants HERE (<https://caleprocure.ca.gov/pages/sbdvbe-index.aspx>)

# Certification Profile

## State of California Certification



**Certification ID: 1735602**

Legal Business Name

**MERIDIAN CONSULTANTS LLC**

Doing Business As (DBA) Name1

**MERIDIAN CONSULTANTS LLC**

Doing Business As (DBA) Name2

Office Phone Number

**805/367-5720**

Business Fax Number

**805/367-5733**

Business Web Address

**<http://www.meridianconsultantsllc.com>**  
**(<http://www.meridianconsultantsllc.com>)**

Address

**920 HAMPSHIRE ROAD**  
**SUITE A5**  
**WESTLAKE VILLAGE**  
**CA 91361**

Email:

**[jgibson@meridianconsultantsllc.com](mailto:jgibson@meridianconsultantsllc.com) (mailto:jgi**  
**bson@meridianconsultantsllc.com)**

Total Number of Employees

**16**

Business Types

**Service**



Service Areas

Alameda , Alpine , Amador , Butte , Calaveras , Colusa , Contra Costa , Del Norte , El Dorado , Fresno , Glenn , Humboldt , Imperial , Inyo , Kern , Kings , Lake , Lassen , Los Angeles , Madera , Marin , Mariposa , Mendocino , Merced , Modoc , Mono , Monterey , Napa , Nevada , Orange , Placer , Plumas , Riverside , Sacramento , San Benito , San Bernardino , San Diego , San Francisco , San Joaquin , San Luis Obispo , San Mateo , Santa Barbara , Santa Clara , Santa Cruz , Shasta , Sierra , Siskiyou , Solano , Sonoma , Stanislaus , Sutter , Tehama , Trinity , Tulare , Tuolumne , Ventura , Yolo , Yuba

<a href="#">View Keywords</a>
<a href="#">View Classifications</a>

Active Certifications



Certification Type	Status	From	To
SB(Micro)	Approved	05/26/2022	05/31/2024
SB-PW	Approved	05/26/2022	05/31/2024

Certification History



Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	05/31/2019	Expired	08/12/22 8:26AM	05/31/2019	08/12/2022
SB-PW	05/31/2019	Expired	08/12/22 8:28AM	05/31/2019	08/12/2022

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	05/31/2019	Expired	06/01/21 12:46AM	05/31/2019	05/31/2021
SB-PW	05/31/2019	Expired	06/01/21 12:46AM	05/31/2019	05/31/2021
SB(Micro)	05/31/2019	Expired	06/25/19 9:36AM	05/31/2019	06/25/2019
SB(Micro)	05/12/2017	Expired	05/31/19 11:59PM	05/12/2017	05/31/2019
SB(Micro)	01/30/2014	Expired	03/31/17 11:59PM	01/30/2014	03/31/2017

[Return to Search](#)[Print this Page](#)[\(http://www.fiscal.ca.gov/\)](http://www.fiscal.ca.gov/)[\(http://www.dgs.ca.gov/\)](http://www.dgs.ca.gov/)[\(http://www.ca.gov/\)](http://www.ca.gov/)

Copyright © 2015-2022 State of California

[Privacy Policy \(https://fiscal.ca.gov/privacy-policy\)](https://fiscal.ca.gov/privacy-policy)

# CALIFORNIA UNIFIED CERTIFICATION PROGRAM (CUCP)



April 26, 2021

Kunal G. Shah  
**PBS Engineers, Inc.**  
2100 E. Route 66, Suite 101,  
Glendora, CA 91740

## **RE: DISADVANTAGED BUSINESS ENTERPRISE (DBE) RECERTIFICATION APPROVAL** **CUCP File No. 36091**

Dear Mr. Shah:

We are pleased to advise you that after careful review of your recertification supporting documents, the City of Los Angeles has determined that your firm remains to be certified as a **Disadvantaged Business Enterprise (DBE)** as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended.

Your firm continues to be listed in the California Unified Certification Program (CUCP) database of certified ACDBE/DBEs and the City of Los Angeles DBE/MBE/WBE directory under the following specific areas of expertise:

<u>NAICS Code</u>	<u>Description</u>
541330	Engineering Services

Your DBE certification applies only for the above code. You may review your firm's information in the CUCP ACDBE/DBE database, which can be accessed at the California Unified Certification Program's website at <https://californiaucp.dbesystem.com> and the City of Los Angeles ACDBE/DBE/MBE/WBE database at <http://bca.lacity.org>. Any additions and revisions must be submitted to the City of Los Angeles for review and approval.

In order to assure continuing DBE status, you must submit an "Annual Update Declaration" form with supporting documentation, which will be sent to you. Based on your annual submission that no change in ownership and control has occurred, or if changes have occurred, they do not affect your firm's DBE standing, the DBE certification of your firm will continue until or unless it is removed by our agency.

Also, should any changes occur that could affect your certification status prior to receipt of the Declaration, such as changes in your firm's name, business/mailling address, ownership, management, or control, or failure to meet the applicable business size standards or personal net worth standard, please notify us immediately. DBE certification is subject to review at any time. Failure to submit forms and/or change of information will be deemed as failure to cooperate under Section 26.109 of the Regulations.

Your DBE certification status will be honored by all of the U.S. DOT recipients in California.

PBS Engineers, Inc.  
April 26, 2021  
Page 2

For information on City of Los Angeles contracting opportunities, please register at <http://LABAVN.org>.  
If your company is registered in LABAVN, our office will update your current certification and all other appropriate certifications in your company profile.

If you have not registered, please go to <http://LABAVN.org> and register your company. You will need to add a request for this approved certification in your company profile. Our office will verify this certification in your LABAVN profile.

Should you have any questions, please contact Angela Tumbucon by e-mail at [angela.tumbucon@lacity.org](mailto:angela.tumbucon@lacity.org) or [bca.certifications@lacity.org](mailto:bca.certifications@lacity.org)

Sincerely,



for  
SOPHY TZENG, Compliance Program Manager I  
Certification, Outreach, Regulations, and Enforcement Section  
Bureau of Contract Administration

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

**Certification ID:** 1122840

**Legal Business Name:**  
PBS ENGINEERS, INC.

**Doing Business As (DBA) Name 1:**  
PBS ENGINEERS, INC.

**Doing Business As (DBA) Name 2:**

**Address:**  
2100 E. ROUTE 66, SUITE 210  
GLENORA  
CA 91740-4623

**Email Address:**  
[mshah@pbsengineers.com](mailto:mshah@pbsengineers.com)

**Business Web Page:**  
<http://www.pbsengineers.com>

**Business Phone Number:**  
626/650-0350

**Business Fax Number:**  
626/650-0352

**Business Types:**  
Service

Certification Type	Status	From	To
SB	Approved	02/24/2022	02/29/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!  
-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

**From:** [Andrea Lao](#)  
**To:** [Julie Tiano](#)  
**Cc:** [Mona Shah](#)  
**Subject:** LBPP Certification Request for BAVN ID: 6878-PBS Engineers, Inc.  
**Date:** Tuesday, February 15, 2022 10:11:09 AM

---

## APPROVAL

Hello Julie,

Our office has now completed our review of the LBPP certification request under BAVN ID: 6878-PBS Engineers, Inc. Based on the information submitted at this time, your firm has been approved\* for the following certification:

Local Business Enterprise (LBE) – 5 year certification

Your certification is effective as of 02/15/2022 and will appear in your BAVN profile.

\* To remain certified and be given the preference, firms must continue to meet the City's Local Business Preference Ordinance #187121 certification criteria and complete an LBPP application/renewal form based on the length of each certification. Firms will be required to submit supporting documents to demonstrate their continued eligibility for LBPP. We continue to reserve the right to re-evaluate your certification eligibility anytime it is deemed necessary.

Upon receipt of information believed by the Awarding Authority to be reliable and which indicates that the Local Business no longer qualifies for certifications under the LBPP for more than 60 days during the entire time of the Contract, the Awarding Authority shall withhold or recover funds from the Contractor in an amount that represents the value of the designated certification preference percentage of the executed contract.

(Local Business Preference Program - "Supplier and/or Regular Dealer" Definition)

The Local Business Enterprise (LBE) is applicable to all competitive bids involving expenditures in excess of \$150,000.

The Local, Small Business (LSB) and Local Transitional Employer (LTE) are applicable to all competitive bids involving expenditures under \$150,000. This note is to inform all bidders that the City of Los Angeles, Department of Public Works, Bureau of Contract Administration as the Designated Administrative Agency (DAA) for the Local Business Preference program has issued the following definition update in relation to the application of preference credits to material and/or equipment suppliers:

"Preferences will be awarded for equipment, goods or materials contracts only if the Local Business or the Local Subcontractor:

(a) Designs, manufactures, or assembles the equipment, goods, or materials where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles; or (b) Acts as a Supplier and/or Regular Dealer where a minimum of two-thirds of the work under the contract is performed at a business location within the County of Los Angeles. A Supplier and/or Regular Dealer means a business that owns, operates, or maintains a store, warehouse, or other establishment in which the materials, supplies, articles or equipment of the general character described by the specifications and required under the contract are bought, kept in stock, and regularly sold or leased to the public in the usual course of business. Additionally, the firm shall be an established, regular business that engages, as its principal business and under its own name, in the purchase and sale or lease of the products in question. Packagers, brokers, manufacturers' representatives, or other persons who arrange or expedite transactions are not Suppliers and/or Regular Dealers. A person may be a Supplier and/or a Regular Dealer in such bulk items as petroleum products, steel, cement, gravel, stone, or asphalt without owning, operating, or maintaining a place of business as previously described if the person both owns and operates distribution equipment for the products. Any supplementing of a Supplier's and/or Regular Dealers' own distribution equipment shall be by a long-term lease agreement and not on an ad hoc or contract-by-contract basis.")

--

Andrea Lao

[andrea.lao@lacity.org](mailto:andrea.lao@lacity.org)

(213)847-2601

Certifications Section

Office of Contract Compliance (OCC)

Bureau of Contract Administration (BCA)



LOS ANGELES COUNTY  
**CONSUMER & BUSINESS AFFAIRS**

Board of Supervisors

September 01, 2022

Hilda L. Solis  
First District

Holly J. Mitchell  
Second District

Sheila Kuehl  
Third District

Janice Hahn  
Fourth District

Kathryn Barger  
Fifth District

Director  
Rafael Carbajal

Chief of Staff  
Joel Ayala

GREG R SHAH  
**PBS ENGINEERS, INC.**  
2100 E ROUTE 66 STE 101  
GLENDORA, CA 91740

**Vendor #:** 125979  
**Certification**  
**Record #:** 092390

**CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS**

Dear GREG R SHAH,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your [California Department of General Services \(DGS\)](#) small business certification. Your certification expires on **May 02, 2027**.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide a copy of this approval letter in your bid/proposal to receive the preference. To view your L.A. County LSBE certification status, visit: [camisvr.co.la.ca.us/webven](http://camisvr.co.la.ca.us/webven)

As a certified LSBE, your company is also eligible for a 15-day prompt payment through the "Countywide Small Business Payment Liaison and Prompt Pay Program." To request your free Prompt Payment Stamp please email the Office of Small Business at [OSB@dcba.lacounty.gov](mailto:OSB@dcba.lacounty.gov) or call (323) 881-3964.

The County of Los Angeles Department of Consumer and Business Affairs (DCBA) reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for this certification. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

For questions about this certification or to learn more about resources available to small businesses you can visit us online at [DCBA.lacounty.gov](http://DCBA.lacounty.gov), email us at [OSB@dcba.lacounty.gov](mailto:OSB@dcba.lacounty.gov), or call us at (323) 881-3964.

Sincerely,

Rafael Carbajal  
Director

Christian Olmos  
Program Chief, Office of Small Business  
RC:CO



**dcba.lacounty.gov**  
**info@dcba.lacounty.gov**

500 W. Temple St., Suite B-96, Los Angeles CA, 90012-2706  
(213) 974-1452 • (800) 593-8222 • Fax: (213) 687-1137



Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

**Metro**

May 1, 2018

**Metro File #4493**

MR. SRINATH RAJU

**Raju Associates, Inc.**

505 E. COLORADO BLVD. #202  
PASADENA, CA 91101-2289

Subject: Small Business Enterprise Certification

Dear MR. SRINATH RAJU:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541330: ENGINEERING SERVICES

NAICS 541330: TRAFFIC ENGINEERING CONSULTING SERVICES

NAICS 541620: ENVIRONMENTAL CONSULTING SERVICES

NAICS 541690: OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).

Sincerely,

Shirley Wong  
Sr. Certification Officer  
Diversity & Economic Opportunity Department





BOARD OF SUPERVISORS

Hilda L. Solis  
Mark Ridley-Thomas  
Sheila Kuehl  
Janice Hahn  
Kathryn Barger

## COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

*"To Enrich Lives Through Effective and Caring Service"*



Joseph M. Nicchitta  
Director

Joel Ayala  
Chief Deputy

Rafael Carbajal  
Chief Deputy

April 08, 2019

Srinath Raju, President/CEO  
**RAJU ASSOCIATES, INC**  
505 E COLORADO BOULEVARD  
PASADENA, CA 91101

Vendor #: 163075  
Certification Record #: 086762

### CERTIFICATION FOR NON-FEDERALLY FUNDED COUNTY SOLICITATIONS

Dear Srinath Raju,

Congratulations! Your business is now certified as a Local Small Business Enterprise (LSBE) with the County of Los Angeles effective as of the date of this letter. Your LSBE certification expiration date is based on your Los Angeles County Metropolitan Transportation Authority (METRO) small business certification. Your certification expires on May 01, 2023.

Your business is eligible for LSBE preference consideration in those County of Los Angeles solicitations which include the "Request for Preference Consideration" form. You must complete the form and provide your Vendor Number in your bid/proposal along with a copy of this approval letter for each response to receive the preference.

Additionally, the Board of Supervisors established a "Countywide Small Business Payment Liaison and Prompt Pay Program". As a certified LSBE, your company is now eligible for a 15-day prompt payment. Please call the Small Business Services office at 855-230-6430 or send an email to [cbesbe@dcba.lacounty.gov](mailto:cbesbe@dcba.lacounty.gov) to request your free Prompt Payment Stamp and instructions.

The County of Los Angeles Department of Consumer and Business Affairs reserves the right to request additional information and/or conduct an on-site visit to verify your company's eligibility for the program. Please contact our office immediately if your business experiences any changes that could affect eligibility during the certification period.

Again, congratulations on your certification. If you have any questions about our LSBE Program, please call us at 323-881-3964, visit our website at <http://dcba.lacounty.gov> or email us at [cbesbe@dcba.lacounty.gov](mailto:cbesbe@dcba.lacounty.gov).

Sincerely,

Joseph M. Nicchitta  
Director

Christian Olmos  
Program Chief, Office of Small Business  
JMN:CO

Printed on: 4/26/2022 1:22:58 PM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>



## Office of Small Business & DVBE Services

Certification ID: 2015748

Legal Business Name:

Raju Associates, Inc.

Doing Business As (DBA) Name 1:

Doing Business As (DBA) Name 2:

Address:

505 E Colorado Boulevard

Suite 202

Pasadena

CA 91101

Email Address:

srinath.raju@rajuassociates.com

Business Web Page:

[www.rajuassociates.com](http://www.rajuassociates.com)

Business Phone Number:

626/792-2700

Business Fax Number:

626/792-2772

Business Types:

Service

Certification Type	Status	From	To
SB(Micro)	Approved	04/26/2022	04/30/2024

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://www.caleprocure.ca.gov)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605

Printed on: 11/12/2019 10:50:37 AM

To verify most current certification status go to: <https://www.caleprocure.ca.gov>

## Office of Small Business & DVBE Services

**Certification ID:** 2003028**Legal Business Name:**

Trifiletti Consulting, Inc.

**Doing Business As (DBA) Name 1:****Doing Business As (DBA) Name 2:****Address:**

10850 DELCO AVE  
CHATS WORTH  
CA 91311

**Email Address:**

Lisa@trifiletticonsulting.com

**Business Web Page:**[www.trifiletticonsulting.com](http://www.trifiletticonsulting.com)**Business Phone Number:**

310/738-2099

**Business Fax Number:**

866/760-2906

**Business Types:**

Service

Certification Type	Status	From	To
SB(Micro)	Approved	10/29/2019	10/31/2021

Stay informed! KEEP YOUR CERTIFICATION PROFILE UPDATED!

-LOG IN at [CaleProcure.CA.GOV](https://CaleProcure.CA.GOV)

Questions?

Email: [OSDSHELP@DGS.CA.GOV](mailto:OSDSHELP@DGS.CA.GOV)

Call OSDS Main Number: 916-375-4940

707 3rd Street, 1-400, West Sacramento, CA 95605



Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net



**Metro**

**CALIFORNIA UNIFIED CERTIFICATION PROGRAM**

October 20, 2020

**Metro File #7473**

Ms. Lisa Trifiletti  
**Trifiletti Consulting, Inc.**  
1545 Wilshire Blvd  
Suite 700  
LOS ANGELES, CA 90017

Subject: Disadvantaged Business Enterprise Certification

Dear Ms. Lisa Trifiletti:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Disadvantaged Business Enterprise (DBE) as required under the U.S. Department of Transportation (U.S. DOT) Regulation 49 CFR Part 26, as amended. This certification will be recognized by all of the U.S. DOT recipients in California. Your firm will be listed in the California Unified Certification Program (CUCP) database of certified DBEs under the following specific area(s) of expertise that you have identified on the NAICS codes form of the application package:

NAICS 541990: ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

Your DBE certification applies only for the above code(s). You may review your firm's information in the CUCP DBE database which can be accessed at the CUCP website at <https://dot.ca.gov/programs/civil-rights/dbe-search>. Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing DBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your DBE status remains current. If there are changes, Metro will review to determine continued DBE eligibility. Please note, your DBE status remains in effect unless Metro notifies you otherwise.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. Failure to submit forms and/or change of information will be deemed a failure to cooperate under Section 26.109 of the Regulations.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your DBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records and documents by Metro.

Congratulations, and thank you for your interest in the DBE program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).

Sincerely,

Shirley Wong  
Principal Certification Officer  
Diversity & Economic Opportunity Department



## Trifiletti Consulting, Inc.

### Information

ID  
78672

Registered As  
Prime & Sub

Hours of Operation

Email

Phone  
2133152121

Fax

Admin  
Lisa Trifiletti lisa@trifiletticonsulting.com  
(mailto:lisa@trifiletticonsulting.com)

### Addresses

Website  
<https://trifiletticonsulting.com/> (<https://trifiletticonsulting.com/>)  
  
Business/Billing  
10850 Delco Ave  
Chattsworth, CA 91311  
USA  
(<https://www.google.com/maps?q=10850%20Delco%20Ave%20Chattsworth,%20CA%2091311%20USA>)

### Summary

#### NAICS Codes

53139 Other Activities Related to Real Estate  
54161 Management Consulting Services  
48821 Support Activities for Rail Transportation  
48898 Other Support Activities for Transportation  
54168 Other Scientific and Technical Consulting Services  
54199 All Other Professional, Scientific, and Technical Services  
54162 Environmental Consulting Services  
54168 Other Management Consulting Services

#### Certifications

LBE (LA), DBE

#### California Entity Number

#### Non-Profit

No

#### Sole Proprietor

No

#### State or Professional License Numbers

\*\* The City of Los Angeles does not endorse, takes no responsibility for, nor exercises control over the information by the linked organizations. The City of Los Angeles is also not responsible for its view, content, nor does it vouch for the accuracy or accessibility of the information. The City of Los Angeles also cannot authorize the use of copyrighted materials containing linked websites. Users must request such information and authorization from the sponsor or owner of the linked website.

Report

### CITY OF LOS ANGELES

City of Los Angeles  
(<https://www.lacity.org>)

Mayor's Office of Eric Garcetti  
(<http://www.lamayor.org>)

Open Data  
(<https://data.lacity.org/dataset/RAHP-Open-Bld-Opportunities/h13r-utnq>)

Bond Assistance Program

Building Permits  
(<https://lads.org/services/core-services/plan-check-permit>)

### BUSINESS SERVICES

Business Source Centers  
(<https://ewddlacity.com/index.php/local-business/business-source-centers>)

Business Tax Resources  
(<https://finance.lacity.org/>)

Minority Business Development Agency  
(<https://www.mdba.gov/>)

Office of Small Business  
(<https://business.lacity.org/>)

City of Los Angeles Green Business Program  
([https://www.lacitysan.org/san/faces/home?\\_afsh-es/s-lsh-es-si/s-lsh-es-si-gbc?\\_adf.crl-state=dwqhke8b2\\_4&\\_afLoop=283627353826](https://www.lacitysan.org/san/faces/home?_afsh-es/s-lsh-es-si/s-lsh-es-si-gbc?_adf.crl-state=dwqhke8b2_4&_afLoop=283627353826))

### A SERVICE BROUGHT TO YOU BY





Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

# Metro

October 20, 2020

Metro File #7473

Ms. Lisa Trifiletti  
Trifiletti Consulting, Inc. DBA Trifiletti Consulting, Inc.  
1545 Wilshire Blvd  
Suite 700  
LOS ANGELES, CA 90017

Subject: Small Business Enterprise Certification

Dear Ms. Lisa Trifiletti:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under Metro's SBE Program. Your firm will be listed in Metro's SBE database of certified SBEs under the following specific areas of expertise:

NAICS 541990: ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

Your SBE certification is valid for five years from the date of this letter and applies only for the above NAICS code(s). Any additions and revisions must be submitted to Metro for review and approval.

In order to ensure your continuing SBE status, you are required to submit an annual update along with supporting documentation. If no changes are noted, then your SBE status remains current. If there are changes, Metro will review to determine continued SBE eligibility. Please note, your SBE status remains in effect unless Metro notifies you otherwise.

After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Also, should any changes occur that could affect your certification status prior to receipt of the annual update application, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately.

Metro reserves the right to withdraw this certification if at any time it is determined that it was knowingly obtained by false, misleading, or incorrect information. Your SBE certification is subject to review at any time. The firm thereby consents to the examination of its books, records, and documents by Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. Should you have any questions, please contact us at (213) 922-2600. For information on Metro contracting opportunities, please visit our website at [www.metro.net](http://www.metro.net).

Sincerely,

Shirley Wong  
Principal Certification Officer  
Diversity & Economic Opportunity Department

# **ATTACHMENT 2:**

## **Technical Proposal Forms (Proposal Part B)**



Proposal to Provide

# Environmental Technical and Expert Consulting Services for Cargo Modernization

at Los Angeles International Airport

Submitted to Los Angeles World Airports  
November 2, 2022

**Part B - Technical Proposal - Section 1**



IN ASSOCIATION WITH

Aviatrix Communications  
Blackhawk Environmental Inc.  
CDM Smith, Inc.  
Cogstone Resource Management  
Connico, LLC

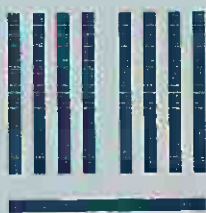
Craftwater Engineering, Inc.  
C2PM  
EcoTierra Consulting Inc.  
Environmental Science Associates  
Historic Resources Group

Illustrate My Design, LLC  
JBG Environmental Consulting  
Katz & Associates  
Leland Saylor & Associates, Inc.  
Lex Consulting

Meridian Consultants, LLC  
PBS Engineers, Inc.  
pointC, LLC  
Raju Associates, Inc.  
Trifiletti Consulting Inc.  
VMC, LLC



1A



## 1A COVER LETTER

**City of Los Angeles  
Los Angeles World Airports  
Los Angeles International Airport**

Proposer: Ricondo & Associates, Inc.

Date: November 2, 2022

Justin Erbacci, Chief Executive Officer  
Los Angeles World Airports  
Clifton A. Moore Administration Office Building  
1 World Way  
Los Angeles, CA 90045

Dear Mr. Erbacci:

In response to the Request for Proposals (RFP) for Environmental Technical and Expert Consulting Services for the Cargo Modernization Project, the undersigned hereby declares that I have carefully read and examined the enclosed proposal documents and hereby submit this three-part proposal in response to said RFP.

I, the undersigned, agree that this proposal constitutes a valid offer to perform and complete the Contract described in the RFP.

I, the undersigned, agree to appear at Los Angeles International Airport, 7301 World Way West Office Building, or other location to participate in a presentation and interview at the date and place of a written notice from the Executive Director to do so, mailed and/or e-mailed to our business address.

I, the undersigned, acknowledge the right of LAWA to waive informalities in the proposals, to reject any or all proposals submitted, and to re-advertise for proposals.

I, the undersigned, acknowledge receipt and consideration of the following addenda to the proposal documents: Addenda numbers: Addenda No. 1, dated 9/26/2022; Addenda No. 2, dated 10/14/2022; and Addenda No. 3, dated 10/25/22.



**RICONDO®**

Justin Erbacci  
Los Angeles World Airports  
November 2, 2022  
Page 2

I certify that I have examined and am fully familiar with the Request for Proposals documents and that I have satisfied myself with the respect to any questions I have regarding the RFP which could have in any way affected my understanding of the Scope of Work.

I, the undersigned, declare under penalty of perjury under the laws of the State of California, that the information stated in the proposal is true and correct.

Proposer: Ricondo & Associates, Inc., Joseph A. Huy, CM, 2111 Palomar Road, Suite 350, Carlsbad, California 92011; [jhuy@ricondo.com](mailto:jhuy@ricondo.com); +1 760-444-0106 x410.

By:   
(signature)

Proposer's Business Address:

Joseph A. Huy, CM

2111 Palomar Road, Suite 350

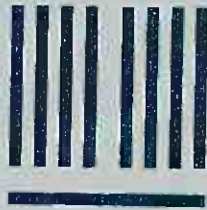
(type or print name)

Senior Vice President

Carlsbad, California 92011

(title)

1B



## 1B MINIMUM QUALIFICATIONS



This section provides project summaries documented in the Project Experience Forms provided in Attachment 2 of the Request for Proposals (RFP) demonstrating that Ricondo & Associates, Inc. (Ricondo) meets the minimum qualifications established by Los Angeles World Airports (LAWA) for this contract. As indicated in Section 8.3.2 of the RFP, the Proposer must meet at least two of three the following qualifications described in Sections 8.3.2.1, 8.3.2.2 and 8.3.2.3:

- **Section 8.3.2.1** - Environmental Technical and Expert Consulting Services Experience – High Value Project
- **Section 8.3.2.2** - Environmental Technical and Expert Consulting Services – Modernization of Cargo Facilities
- **Section 8.3.2.3** - Key Personnel Experience

Ricondo submitted Project Experience Forms to demonstrate our experience in two of the three qualifications: providing Environmental Technical and Expert Consulting Services for a High-Value Project (RFP Section 8.3.2.1) and providing proposed Key Personnel project experience (RFP Section 8.3.2.3).

**Table 1B-1** summarizes the two qualifications according to Sections 8.3.2.1 and 8.3.2.3 in the RFP and depicts the projects provided to support Ricondo's qualifications in the two of the three qualifiers.

TABLE 1B-1: RICONDO TEAM QUALIFYING PROJECTS

SECTIONS	QUALIFYING PROJECT(S)	MEETS QUALIFICATION?
<b>Section 8.3.2.1 - High Value Project:</b> Proposer should detail a project(s) that demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years.	Project 1 - California Environmental Quality Act and National Environmental Policy Act Support Services for the Los Angeles International Airport Landside Access Modernization Program	
<b>Section 8.3.2.3 - Key Personnel Experience:</b> Proposer should detail at least two (2) projects that demonstrates experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years.	<b>Projects A through G:</b> A. Environmental, Technical and Expert Consulting Services for the North Airfield Safety Improvement Program (aka Airfield and Terminal Modernization Project) at LAWA B. Environmental, Technical and Consulting Services for the Specific Plan Amendment Study at Los Angeles International Airport C. Midfield Satellite Concourse North Environmental Impact Report and Terminal Planning at Los Angeles International Airport D. On-Call Technical Airport Planning Services for San Diego County Regional Airport Authority E. Ultimate Capacity, Aircraft Noise Exposure and Land Use Compatibility Update at Washington Dulles International Airport F. Environmental Assessment for Metropolitan Airpark Project G. Terminal Modernization and Development Project at Oakland International Airport	

Section 1B.1 of this proposal includes our High Value Project experience, the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) Support Services for the Los Angeles International Airport (LAX or the Airport) Landside Access Modernization Program (LAMP), which meets the requirement defined in Section 8.3.2.1 of the RFP.

Section 1B.2 provides the project experience associated with our proposed Key Personnel to demonstrate their individual experience and collaboration among each other in providing Environmental Technical and Expert Consulting Services as defined in Section 8.3.2.3 of the RFP. The projects represent each Key Personnel's experience in the proposed roles for this project. At least two projects are provided for each individual who served the proposed role conducting efforts relevant to environmental technical and expert consultation related to aviation planning.

### 1B.1 ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES EXPERIENCE (HIGH VALUE PROJECT)

Ricondo served as the prime consultant for the following high value entitlement and environmental planning projects at LAX that are operational or under construction:

- CEQA and NEPA Entitlement Support Services Contract for the LAX LAMP
- Environmental Consulting and Entitlement Support Services
- Midfield Satellite Concourse Environmental Impact Report
- Runways 6L-24R and 6R-24L Safety Area and Associated Improvement Environmental Assessment and Environmental Impact Report
- Runway 6R-24L Runway Safety Area Improvements Project Initial Study and Mitigated Negative Declaration and Environmental Assessment
- Runway 7L-25R Safety Area and Associated Improvements Environmental Assessment and Environmental Impact Report

To highlight the firm's qualifications for this project, Ricondo selected CEQA and NEPA Support Services for the LAX LAMP which is described more fully in **Project Experience Form 1** on the following page.



## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

### PROJECT 1 - General Project Information

<b>Project Title:</b>	California Environmental Quality Act and National Environmental Policy Act Support Services for the Los Angeles International Airport Landside Access Modernization Program				
<b>Project Client (Owner):</b>	Los Angeles World Airports				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Ms. Samantha Bricker	sbricker@lawa.org	424-646-5054		
<b>Proposer Team (Firms):</b>	Ricondo & Associates, Inc.; CDM Smith, Inc.; Connico, LLC; Environmental Science Associates; Historic Resources Group, LLC; JBG Environmental Consulting; Meridian Consultants, LLC; pointC Partners; Raju Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Stephen Culberson				
<b>Project Budget (Cost):</b>	Budget - \$15,064,325; Actual Cost to Date - \$14,963,040				
<b>Project Schedule (Start/End):</b>	October 2014 - October 2022				
<b>Project Description (Scope):</b>	Supported Los Angeles World Airports (LAWA) to complete environmental analyses and documentation pursuant to California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) for all or selected components of the Los Angeles World Airports (LAX) Landside Transportation Program, which included the Automated People Mover System, Consolidated Rent-A-Car Center, Intermodal Transportation Facility, new roadway infrastructure and enabling/related projects. Scope included a complex stakeholder coordination effort due to the multiple agencies involved as well as proximity to residents. This included extensive coordination with the Los Angeles (LA) Conservancy, City of Los Angeles Office of Historic Resources, and the State Historic Preservation Office including preparation of a campus-wide Preservation Plan at the request of the LA Conservancy and extensive strategic planning and stakeholder coordination with respect to traffic impacts and mitigation with the Los Angeles Department of Transportation, California Department of Transportation (Caltrans), Metro, and Southern California Area Governments. Scope of work also included support in entitlements to implement the projects.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<input checked="" type="checkbox"/> Other
<b>Project Status:</b>	<b>Planning</b>	<b>Design</b>	<b>Procurement</b>	<b>Construction</b>	<b>Operations</b>
	X	X		X	X

### Involvement From This Proposer Team

Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?

Personnel Name	Role on Subject Project
Stephen Culberson (key)	Project Manager; CEQA and NEPA Lead
Julie Gaa (key)	Documentation Coordination
Robin Ijams (key)	Land Use Planning

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

Anthony Skidmore (key)	CEQA Strategic Advisor; Hydrology; Water Quality
Jeremy Gilbride	Air Quality; Greenhouse Gases; Energy
Tony Harris	Caltrans and Los Angeles Department of Transportation Agency Coordination
Lisa Heckendorn-Blake	Construction Schedules/Constructability
Tony Locacciatto	Entitlements; Land Use Planning
Darrin McKenna	On-Airport Traffic
John Pehrson	Air Quality; Greenhouse Gases; Climate
Srinath Raju	Off-Airport Traffic
Paul Travis	Historic and Architectural Resources
Kassandra Tzou	Human Health/Health and Safety Risks

**Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?**

Company Name	Role on Subject Project
Ricondo & Associates, Inc.	Project description documentation; aviation forecasting; capacity analysis; landside planning; on-airport transportation analysis; CEQA and NEPA documentation; agency and public outreach and coordination; entitlements
CDM Smith, Inc.	Air quality; greenhouse gases; climate; hydrology and water quality; general conformity analysis
Connico, LLC	Construction and equipment schedules; constructability
Environmental Science Associates	Biological/tree surveys; archaeological resources
Historic Resource Group, LLC	Cultural and historical resources
JBG Environmental Consulting	Technical editing; formatting guidelines; comment/response database
Meridian Consultants, LLC	Land use/planning; water supply, usage; noise and entitlements support
pointC, LLC	Development of Caltrans strategy and assistance with Caltrans approval process
Raju Associates, Inc.	Off-airport transportation analysis

### Qualifying Statements for this RFP

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	Yes
Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes





**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

<b>Other Notes:</b>	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the project under CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable.
---------------------	--

## 1B.2 KEY PERSONNEL EXPERIENCE

Project Experience Forms A through G provide examples of at least two projects relevant to environmental and expert consultation services that each proposed key personnel have performed while serving under a similar role to each's proposed role. **Table 1B-2** lists the Key Personnel who would fulfil the roles set forth in Section 2D of this proposal and the applicable Project Experience Forms associated with each individual. Section 2D provides more detail on each individual's experience.

TABLE 1B-2: KEY PERSONNEL AND ROLES

NAME	ROLE	FIRM	PROJECT EXPERIENCE FORM NUMBER
Joseph Huy	Project Principal	Ricondo	A, B, C, D
Stephen Smith	Project Manager	Ricondo	A, B, D, E
Joseph Birge	Project Description Lead	Ricondo	A, B, C
Stephen Culberson	NEPA/CEQA Strategic Advisor/NEPA Lead	Ricondo	A, C, D
Julie Gaa	Documentation Lead	JBG Environmental Consulting	A, B, D
Robin Ijams	CEQA Lead	CDM Smith, Inc.	A, B
Emily Fan Michaelson	Public Outreach Lead	Katz & Associates, Inc.	F, G
Anthony Skidmore	NEPA/CEQA Strategic Advisor	CDM Smith, Inc.	A, B

### PROJECT EXPERIENCE FORMS:

- A. Environmental, Technical and Expert Consulting Services for the North Airfield Safety Improvement Program (aka Airfield and Terminal Modernization Project) at LAWA
- B. Environmental, Technical and Consulting Services for the Specific Plan Amendment Study at Los Angeles International Airport
- C. Midfield Satellite Concourse North Environmental Impact Report and Terminal Planning at Los Angeles International Airport
- D. On-Call Technical Airport Planning Services for San Diego County Regional Airport Authority
- E. Ultimate Capacity, Aircraft Noise Exposure and Land Use Compatibility Update at Washington Dulles International Airport
- F. Environmental Assessment for Metropolitan Airpark Project
- G. Terminal Modernization and Development Project at Oakland International Airport

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**PROJECT A - General Project Information**

<b>Project Title:</b>	Environmental, Technical and Expert Consulting Services for the North Airfield Safety Improvement Program (aka Airfield and Terminal Modernization Project) at Los Angeles World Airports				
<b>Project Client (Owner):</b>	Los Angeles World Airports				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Ms. Evelyn Quintanilla	<a href="mailto:equintanilla@lawa.org">equintanilla@lawa.org</a>	424-646-5188		
<b>Proposer Team (Firms):</b>	Ricondo & Associates, Inc.; CDM Smith, Inc.; Connico, LLC; Historic Resources Group, Inc.; JBG Environmental Consulting; Lex Consulting; pointC, LLC; Raju Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	David Jensen, P.E., PMP, BCEE, LEED AP				
<b>Project Budget (Cost):</b>	Budget: \$16.3 million; Cost to Date: \$16.1 million				
<b>Project Schedule (Start/End):</b>	September 2017 - Ongoing				
<b>Project Description (Scope):</b>	Supported formulation of potential concepts to address north airfield safety improvements, passenger processing improvements and access to Los Angeles World Airports (LAX) and conducted preliminary assessment/screening of the concepts to develop a preferred alternative(s) for advancement to the environmental review and entitlement process. Conducted the required analysis and documentation to complete the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) review processes in accordance with state and federal regulations. Developed and implemented a robust public communications/outreach plan for stakeholders and community members. Supported Los Angeles World Airports in obtaining necessary entitlements to implement the project.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<input checked="" type="checkbox"/> Other
<b>Project Status:</b>	<b>Planning</b>	<b>Design</b>	<b>Procurement</b>	<b>Construction</b>	<b>Operations</b>
	X	X			

**Involvement From This Proposer Team**

**Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?**

Personnel Name	Role on Subject Project
Joseph Huy (key)	Project Principal for project description
Joseph Birge (key)	Project Description Lead
Stephen Culberson (key)	NEPA Strategic Advisor
Stephen Smith (key)	NEPA Lead and Project Manager
Robin Ijams (key)	Project Technical Leader, CEQA Lead
Anthony Skidmore (key)	Project Manager, NEPA/CEQA Strategic Advisor
Justin Cook	Aircraft, roadway and construction noise

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

Kate Doughty	GIS Lead
Matt Egge	Utilities
Tony Harris	California Department of Transportation and Los Angeles Department of Transportation Agency Coordination
Lisa Heckendorn-Blake	Construction Scheduling/Constructability
David Hunley	Cost Estimation
Dave Jensen	Project Manager
Wendy Lex	Documentation
Arya Moalemi	Project Description and NEPA documentation
Darrin McKenna	On-Airport Traffic
John Pehrson	Air Quality, Greenhouse Gases, Climate
David Plakorus	NEPA documentation; Department of Transportation Act, Section 4(f), Resources; Socioeconomics
Srinath Raju	Off-Airport Traffic
Dharma Thapa	Aircraft Noise
Paul Travis	Historic and Architectural Resources
Kassandra Tzou	Human Health Risk Assessment

**Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?**

<b>Company Name</b>	<b>Role on Subject Project</b>
CDM Smith, Inc.	Project Manager; Project Definition Lead; CEQA Lead; entitlement support; agency coordination/public outreach
Ricondo & Associates, Inc.	NEPA Lead. Project definition, including aviation forecasting, demand analysis, flight schedules, delay, capacity analysis; landside planning; transportation planning.
Connico, LLC	Cost estimation and constructability
Historic Resources Group, LLC	Historic resources
JBG Environmental Consulting	Documentation and administrative record
Lex Consulting	Documentation
pointC, LLC	Agency coordination
Raju Associates, Inc.	Off-airport transportation

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**Qualifying Statements for this RFP**

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
--	----

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
--	----

Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
---	-----

<b>Other Notes:</b>	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the Environmental Impact Report for the project pursuant to CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. Completion of the CEQA and NEPA processes is required in order to approve a project or program and move forward with its implementation; therefore, project delivery is not applicable.
---------------------	---

Return to Key Personnel and Roles

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

### PROJECT B - General Project Information

<b>Project Title:</b>	Environmental, Technical and Consulting Services for the Specific Plan Amendment Study at Los Angeles International Airport				
<b>Project Client (Owner):</b>	Los Angeles World Airports				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Mr. Diego Alvarez	<a href="mailto:dalvarez@lawa.org">dalvarez@lawa.org</a>	424-646-7690		
<b>Proposer Team (Firms):</b>	CDM Smith, Inc.; JBG Environmental Consulting; Lex Consulting; Ricondo & Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Robin Ijams				
<b>Project Budget (Cost):</b>	Budget - \$12,669,719; Actual Cost to Date - \$12,444,573				
<b>Project Schedule (Start/End):</b>	January 2008 - May 2017				
<b>Project Description (Scope):</b>	Supported LAWA to prepare the Specific Plan Amendment Study (SPAS) for Los Angeles International Airport (LAX) and complete the California Environmental Quality Act (CEQA) review process for the SPAS. Responsibilities consisted of airfield planning and operational analyses related to the SPAS and other LAWA initiatives, completion of documentation pursuant to the CEQA, and processing of related entitlements. Project definition work completed included development and assessment of alternatives for runway relocation, runway extension, runway exit reconfiguration, and taxiway network improvements, as well as alternative terminal and ground access configurations, culminating in the publication of the SPAS Study Report. Analyses encompassed demand forecasting and delay/capacity analysis. Information pertaining to project description, phasing and implementation was developed to support the CEQA analysis. Project definition resulted in development of nine project alternatives evaluated at an equal level of detail in a comprehensive environmental impact report (EIR) in accordance with state regulations. Conducted robust public outreach to stakeholders and community members. Prepared amendments to the LAX Specific Plan and other entitlements for approval by the City Council. Supported LAWA in successfully defending against legal challenges to the EIR.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<b>Other</b>
<b>Project Status:</b>	Planning	Design	Procurement	Construction	Operations
	X				

### Involvement From This Proposer Team

Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?

Personnel Name	Role on Subject Project
Anthony Skidmore (key)	Project Director; CEQA Strategic Advisor
Robin Ijams (key)	Project Manager and CEQA Lead
Joseph Huy (key)	Project Principal - Project Description and Airside Planning

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

Joseph Birge (key)	Project Description Lead
Stephen Smith (key)	Project Description/Aircraft Noise Task Lead/Airfield Simulation Lead
Julie Gaa (key)	Documentation Coordination
David Jensen	Principal in Charge
Wendy Lex	Documentation
Darrin McKenna	On-Airport Transportation
John Pehrson	Air Quality and Greenhouse Gases; Human Health Risk Assessment
Dharma Thapa	Aircraft Noise and Nighttime Awakenings Analysis
Lisa Trifiletti	Project Facilitator
Kassandra Tzou	Human Health Risk Assessment

**Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?**

Company Name	Role on Subject Project
Ricondo & Associates, Inc.	Concept development, including phasing and implementation planning; project description documentation; aviation forecasting, demand analysis, flight schedules, delay, and capacity analysis; terminal/landside planning. CEQA analysis/documentation, including noise analysis; safety analysis; transportation analysis.
CDM Smith, Inc.	Project Manager. CEQA Lead, including CEQA strategy, analysis, and documentation; air quality/greenhouse gas emissions/human health risk; agency coordination and public outreach; and response to comments.
JBG Environmental Consulting	Assistant project manager; documentation coordination and review; response to comments coordination; administrative record
Lex Consulting	Documentation

### Qualifying Statements for this RFP

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

<b>Other Notes:</b>	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the Environmental Impact Report for the project pursuant to CEQA requirements. Completion of the CEQA process is required in order to approve a project or program and move forward with its implementation; therefore, project delivery is not applicable.
---------------------	---

Return to Key Personnel and Roles



## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

### PROJECT C - General Project Information

<b>Project Title:</b>	Midfield Satellite Concourse North Environmental Impact Report and Terminal Planning at Los Angeles International Airport				
<b>Project Client (Owner):</b>	Los Angeles World Airports				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Ms. Evelyn Quintanilla	<a href="mailto:equintanilla@lawa.org">equintanilla@lawa.org</a>	424-646-5188		
<b>Proposer Team (Firms):</b>	Ricondo & Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Joseph Birge				
<b>Project Budget (Cost):</b>	Budget - \$9,167,951; Actual Cost to Date - \$8,913,693				
<b>Project Schedule (Start/End):</b>	June 2012 - July 2014				
<b>Project Description (Scope):</b>	Supported Los Angeles World Airports (LAWA) in preparing a program and project definition documents for design, construction, and operation of the Midfield Satellite Concourse (MSC) and related airside elements at Los Angeles International Airport (LAX). After a consensus concept was identified, project definition documents for a series of enabling projects needed to implement the MSC North Project were developed. Conducted the required analysis and documentation to prepare the California Environmental Quality Act (CEQA) documents in accordance with state regulations. Supported LAWA in obtaining necessary entitlements to implement the project.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<b>Other</b>
<b>Project Status:</b>	<b>Planning</b>	<b>Design</b>	<b>Procurement</b>	<b>Construction</b>	<b>Operations</b>
	X	X		X	X

### Involvement From This Proposer Team

**Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?**

Personnel Name	Role on Subject Project
Joseph Birge (key)	Project Manager
Stephen Culberson (key)	CEQA Lead, NEPA/CEQA Strategic Advisory
Joseph Huy	Project Principal
Darrin McKenna	On-Airport Transportation
David Hunley	Cost estimation and construction phasing
Dharma Thapa	Noise and Air Quality
Lisa Trifiletti	LAWA Project Facilitator

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?

Company Name	Role on Subject Project
Ricondo & Associates, Inc.	Project management; concept development; terminal program planning and documentation; preferred alternative analysis support; CEQA process support; CEQA environmental analysis; CEQA documentation; agency coordination and public outreach support; entitlement support
Connico, LLC	Cost estimating; construction phasing analysis
Trifiletti Consulting, LLC	Agency coordination

### Qualifying Statements for this RFP

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	Yes
--	-----

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
--	----

Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
---	-----

Other Notes:	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing was conducted to certify the project under CEQA requirements. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable. Phase 1 of the MSC has been constructed and is operational; Ricondo has continued to support LAWA by conducting environmental analyses of subsequent phases of the MSC.
--------------	--

Return to Key Personnel and Roles

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**PROJECT D - General Project Information**

<b>Project Title:</b>	On-Call Technical Airport Planning Services for San Diego County Regional Airport Authority				
<b>Project Client (Owner):</b>	San Diego County Regional Airport Authority (SDCRAA)				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Mr. Brendan Reed	<a href="mailto:breed@san.org">breed@san.org</a>	619-400-2785		
<b>Proposer Team (Firms):</b>	Ricondo & Associates, Inc.; Connico, LLC				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Stephen Smith, PMP				
<b>Project Budget (Cost):</b>	Budget - \$12,876,000 (cumulative value of three contracts); Actual Cost to Date - \$9,463,000 (cumulative between October 2010 and September 2022)				
<b>Project Schedule (Start/End):</b>	October 2010 - April 2023				
<b>Project Description (Scope):</b>	Supported SDCRAA in providing on-call planning services for San Diego International Airport for 12 years. Under the on-call services contract, Ricondo has undertaken several planning activities including: the preparation of environmental documentation related to new and modified facilities on the airfield (e.g., fuel farm); support in reviewing the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documentation for projects such as the Northside Environmental Assessment; forecasts for the Airport Development Plan; benefit-cost analysis for Letter of Intent funding requests; terminal and facility planning; cargo facility modernization concepts; gate allocations and hardstand assessments; Remain Overnight Parking analysis, airfield operations efficiency analysis, aircraft procedure design, aircraft noise planning and off-airport landside analysis.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<b>Other</b>
<b>Project Status:</b>	Planning	Design	Procurement	Construction	Operations
	X				

**Involvement From This Proposer Team**

**Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?**

Personnel Name	Role on Subject Project
Joseph Huy, CM (key)	Project Principal
Stephen Culberson (key)	NEPA/CEQA Strategic Advisor
Stephen Smith (key)	Project Manager
Julie Gaa (key)	Documentation Lead

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?

Company Name	Role on Subject Project
Ricondo & Associates, Inc.	Project management; airfield and facility design and planning; forecast; gating analysis; airspace surfaces analysis; environmental analysis support; aircraft noise support; financial analysis support; and stakeholder coordination support.
CDM Smith, Inc.	CEQA and NEPA administrative record support; Section 508 of the Rehabilitation Act compliance with documents
Connico, LLC	Benefit-cost analysis support
JBG Environmental	Documentation support for CEQA analysis

### Qualifying Statements for this RFP

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
--	----

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
--	----

Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
---	-----

Other Notes:	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the project under CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable.
--------------	--

Return to Key Personnel and Roles



## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

### PROJECT E - General Project Information

<b>Project Title:</b>	Ultimate Capacity, Aircraft Noise Exposure and Land Use Compatibility Update at Washington Dulles International Airport				
<b>Project Client (Owner):</b>	Metropolitan Washington Airports Authority (MWAA)				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Mr. Gregg M. Wollard, PE, AAE	<a href="mailto:gregg.wollard@mwaa.com">gregg.wollard@mwaa.com</a>	703-572-0266		
<b>Proposer Team (Firms):</b>	Ricondo & Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Stephen Smith, PMP				
<b>Project Budget (Cost):</b>	\$770,157				
<b>Project Schedule (Start/End):</b>	March 2018 - Ongoing				
<b>Project Description (Scope):</b>	MWAA tasked Ricondo under the On-Call planning contract to conduct an update to the long-range noise contour map for Washington Dulles International Airport (IAD). Historically, MWAA has provided local planning jurisdictions a long-range noise contour map as an aid toward the development of compatible land use around IAD. The long-range noise contours, called the Ultimate Conditions Noise Contours, represent day-night average sound level exposure contours based on full-build development and maximum sustainable operations that the runways at IAD can accommodate. The objective of this effort was to provide an updated noise contour map reflective not only of long-range airport development and operations assumptions but also reflective of recent and anticipated changes in the aviation environment.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<input checked="" type="checkbox"/> Other
<b>Project Status:</b>	Planning	Design	Procurement	Construction	Operations
	X				

### Involvement From This Proposer Team

**Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?**

Personnel Name	Role on Subject Project
Stephen Smith, PMP (key)	Project Manager

**Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?**

Company Name	Role on Subject Project
Ricondo & Associates, Inc.	Project management, ultimate capacity definition, forecast, outreach support, stakeholder coordination, and documentation

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Project Experience Forms

### Qualifying Statements for this RFP

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
Other Notes:	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the project under CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable.

Return to Key Personnel and Roles

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**PROJECT F - General Project Information**

<b>Project Title:</b>	Environmental Assessment for Metropolitan Airpark Project				
<b>Project Client (Owner):</b>	City of San Diego, Airports Division				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Jorge Rubio	jerubio@san Diego.gov	858-573-1441		
<b>Proposer Team (Firms):</b>	Katz & Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Emily Fan Michaelson				
<b>Project Budget (Cost):</b>	Budget: \$28,878 (K&A Fee)				
<b>Project Schedule (Start/End):</b>	January 2020 – October 2020				
<b>Project Description (Scope):</b>	The City of San Diego Airports Division is preparing an Environmental Assessment (EA) to evaluate permitting a private developer to implement the Metropolitan Airpark Project (MAP) at the Brown Field Municipal Airport. Ms. Michaelson served as project manager in support of the public outreach for the MAP EA, including planning and coordinating a virtual public hearing for the Draft EA release.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<input checked="" type="checkbox"/> Other
<b>Project Status:</b>	Planning	Design	Procurement	Construction	Operations
	X	X	X		

**Involvement From This Proposer Team**

Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?

Personnel Name	Role on Subject Project
Emily Fan Michaelson (key)	Public Outreach Lead

Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?

Company Name	Role on Subject Project
Katz & Associates, Inc.	Public Outreach Lead

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**Qualifying Statements for this RFP**

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
--	----

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
--	----

Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
---	-----

<b>Other Notes:</b>	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the project under CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable.
---------------------	--

[Return to Key Personnel and Roles](#)



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**PROJECT G - General Project Information**

<b>Project Title:</b>	Terminal Modernization and Development Project at Oakland International Airport				
<b>Project Client (Owner):</b>	Port of Oakland				
<b>Client (Owner) Contact Info:</b>	<b>Name</b>	<b>Email</b>	<b>Phone #</b>		
	Colleen Liang	<a href="mailto:cliang@portoakland.com">cliang@portoakland.com</a>	510-627-1198		
<b>Proposer Team (Firms):</b>	Katz & Associates, Inc.				
<b>Engineer(s) of Record:</b>	N/A				
<b>Project Manager:</b>	Emily Fan Michaelson				
<b>Project Budget (Cost):</b>	Budget: \$327,402 (K&A Fee)				
<b>Project Schedule (Start/End):</b>	February 2021 - Ongoing				
<b>Project Description (Scope):</b>	The Port of Oakland is preparing an Environmental Impact Report for a terminal modernization and development project at Oakland International Airport (OAK). Ms. Michaelson developed and implemented outreach strategies to inform the public about the opportunities for public comment and to solicit and obtain meaningful stakeholder input to help guide the development of the environmental analysis for the Draft Environmental Impact Report. These efforts included developing public notices and informational materials and managing the planning and execution of four virtual public scoping meetings in May 2021.				
<b>Project Delivery Method:</b>	Design-Bid-Build	CMAR/CMGC	Design/Build	P3	<b>Other</b>
<b>Project Status:</b>	<b>Planning</b>	<b>Design</b>	<b>Procurement</b>	<b>Construction</b>	<b>Operations</b>
	X	X			

**Involvement From This Proposer Team**

**Which Personnel from this Proposer Team, Key or otherwise, were involved in this Subject Project?  
What Role(s) did those Key Personnel play on this Subject Project?**

Personnel Name	Role on Subject Project
Emily Fan Michaelson (key)	Public Outreach Lead

**Which Companies from this Proposer Team were involved in this Subject Project?  
What Role(s) did those Companies play on this Subject Project?**

Company Name	Role on Subject Project
Katz & Associates, Inc.	Public Outreach Lead

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Project Experience Forms**

**Qualifying Statements for this RFP**

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a major development project at a large hub airport with a construction value of at least \$300 million dollars within the last ten (10) years?	No
--	----

Does project(s) demonstrate experience serving as the Prime firm on a contract providing Environmental Technical and Expert Consulting Services for a Cargo Modernization Project at a large hub airport in the United States (US) within the last ten (10) years?	No
--	----

Do at least two (2) projects demonstrate experience of each key personnel providing Environmental Technical and Expert Consulting Services in a role similar to the role they are proposed to fill on this project, within the last ten (10) years?	Yes
---	-----

<b>Other Notes:</b>	<b>Project Delivery Method: Other</b> - The concept development and environmental analysis and processing is all conducted to certify the project under CEQA requirements and get FAA decision of potential environmental impacts as required pursuant to NEPA. The environmental approvals are required in order to proceed forward with implementing a project; therefore, project delivery is not applicable.
---------------------	--

Return to Key Personnel and Roles

Proposal to Provide

# Environmental Technical and Expert Consulting Services for Cargo Modernization

at Los Angeles International Airport

Submitted to Los Angeles World Airports

November 2, 2022

**Part B - Technical Proposal - Section 2**



**RICONDO®**

IN ASSOCIATION WITH

Aviatrix Communications  
Blackhawk Environmental Inc  
CDM Smith, Inc.  
Cogstone Resource Management  
Connico, LLC

Craftwater Engineering, Inc.  
C2PM  
EcoTierra Consulting Inc.  
Environmental Science Associates  
Historic Resources Group

Illustrate My Design, LLC  
JBG Environmental Consulting  
Katz & Associates  
Leland Saylor & Associates, Inc.  
Lex Consulting

Meridian Consultants, LLC  
PBS Engineers, Inc.  
pointC, LLC  
Raju Associates, Inc.  
Trifiletti Consulting Inc.  
VMC, LLC

2A





## 2A EXECUTIVE SUMMARY

Los Angeles World Airports (LAWA) is planning an unprecedented redevelopment project to develop a state-of-the-art cargo center at Los Angeles International Airport (LAX or the Airport). Concept implementation for this effort will require successful completion of the California Environmental Quality Act (CEQA) and federal National Environmental Policy Act (NEPA) environmental review process. Ricondo & Associates, Inc. (Ricondo) recognizes that a project of this scale will require a firm with extensive experience and expertise with developing CEQA/NEPA analyses and documentation; an in-depth understanding of specific challenges and characteristics of LAX and the surrounding communities (e.g., capacity, air quality, noise, and traffic); and a strong working knowledge of existing cargo operations and facilities at LAX. The Ricondo Team is highly qualified to lead this project.

Ricondo has assembled a team of firms with the requisite commitment, expertise, and familiarity with LAWA/LAX to excel in this role (collectively, the Ricondo Team). Section 2F describes the members of the Ricondo Team and the specific role(s) for each. Notably, of the 22 firms comprising the Ricondo Team, 17 are *certified as a Small Business Enterprise (SBE), Local Small Business Enterprise (LSBE), Local Business Enterprise (LBE) and/or a Disabled Veterans Business Enterprise (DVBE)*. The following characteristics summarize a few of the most important qualifications of the Ricondo Team:

1. **Long-Term LAX Environmental and Planning Support.** Members of the Ricondo Team have provided support to LAWA for the past 25 years on over 20 critical projects at LAX. These efforts have required expertise to navigate the complex environmental conditions specific to LAX and the surrounding communities. One of the most challenging elements of conducting environmental reviews at LAX is the large number of potential stakeholders, including local, county, regional, state, and federal parties, due to the complex nature of the potential program and the complex landside and airside operating environment. Sections 2C and 2D describe the Ricondo Team members and key staff experience, respectively.
2. **LAX Cargo Planning Experience.** Ricondo has worked previously with LAWA to assess current cargo facility conditions at LAX, define requirements, and develop high-level concept alternatives for cargo facility modernization. This experience would ensure a seamless collaboration between the Developer, who will be selected by LAWA to develop a preferred alternative, and the environmental team (the Ricondo Team) to assess the developer's proposals and alternatives analysis.
3. **Project Management Based on the NEPA/CEQA Process.** Ricondo's proposed Project Management Team (PMT) would be led by the Project Manager (PM), **Stephen Smith**, who is a certified Project Management Professional. He would be supported by two advisors, **Anthony Skidmore** and **Stephen Culberson**, both of whom have extensive NEPA and CEQA experience at LAX and other largehub airports. The PM would also be supported by **Joseph Huy**, serving as Project Principal (PP) who brings more than 28 years of experience working with LAWA senior leadership on several complex environmental projects. These four individuals makeup the key personnel for the PMT.

The Ricondo Team also includes a number of professionals with outstanding reputations for commitment, responsiveness, excellence, and the ability to deliver successful planning and environmental projects. Ricondo would also rely on Mr. Culberson to leverage his long-term working experience with Federal Aviation Administration (FAA) Western-Pacific Region staff to serve as our NEPA Lead, as well as Robin Ijams of CDM Smith, Inc., who has provided CEQA consultation to LAWA for several years, as the CEQA Lead. Section 2D provides more details on the Ricondo Team's designated Key Personnel.

2B



## 2B TABLE OF CONTENTS

<b>2A Executive Summary .....</b>	<b>i</b>
<b>2B Table of Contents .....</b>	<b>ii</b>
<b>2C Firm Experience .....</b>	<b>1</b>
2C.1 Ricondo Team Experience .....	1
2C.2 Coordinate with Authorities Having Jurisdiction .....	4
2C.3 Recent Ricondo/Ricondo Team Contracts with Relevant and Similar Scopes .....	5
2C.4 Experience in the Direction, Coordination and Preparation of Environmental Documents .....	8
<b>2D Key Personnel .....</b>	<b>9</b>
2D.1 Responsibility, Reporting Structure, and Overall Role of Proposed Key Personnel .....	9
2D.2 Proposed Key Personnel .....	9
2D.3 All Staff Experience Matrix .....	13
<b>2E Approach and Understanding of the Scope of Services .....</b>	<b>16</b>
2E.1 Project Understanding .....	16
2E.2 Project Approach .....	16
<b>2F Team Structure .....</b>	<b>25</b>
<b>2G Inclusivity .....</b>	<b>28</b>
2G.1 Approach and Commitment to Diversity, Equity, and Inclusion .....	28
2G.2 Inclusivity Plan for this Project .....	29
2G.3 Managing Challenges of Meeting Inclusivity .....	29
2G.4 Supporting Materials .....	30
2G.5 Workforce Development .....	30

### Appendices

**Appendix A: Ricondo Team Company Information Sheets**

**Appendix B: Key Personnel Resumes**

**Appendix C: Ricondo Team Member Resumes**

2C



SECTION 2C



## 2C FIRM EXPERIENCE

The following section describes the Ricondo Team's experience providing environmental technical and expert consulting services on transportation and major infrastructure improvement projects for airports in major metropolitan areas.

The Ricondo Team consists of the following firms:

- Ricondo & Associates, Inc. (RIC)
- Aviatrix Communications, LLC (AVX)
- Blackhawk Environmental, Inc. (BEI)
- CDM Smith, Inc. (CDM)
- Cogstone Resource Management, Inc. (COG)
- Connico, LLC (CON)
- Craftwater Engineering, Inc. (CEI)
- C2PM
- EcoTierra Consulting, Inc. (ECT)
- Environmental Science Associates (ESA)
- Historic Resource Group, LLC (HRG)
- Illustrate My Design, LLC (IMD)
- JBG Environmental Consulting (JBG)
- Katz & Associates, Inc. (KTZ)
- Leland Saylor & Associates, Inc. (LSA)
- Lex Consulting (LEX)
- Meridian Consultants, LLC (MER)
- PBS Engineers, Inc. (PBS)
- pointC, LLC (PTC)
- Raju Associates, Inc. (RAJ)
- Trifiletti Consulting Inc. (TRI)
- VMC, LLC (VMC)

More information about the firms comprising the Ricondo Team, as well as the proposed organizational structure of the Ricondo Team, is available in Section 2F of this proposal.

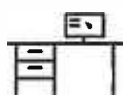
### 2C.1 RICONDO TEAM EXPERIENCE

Ricondo provides three key differentiating features:

1. Long-Term LAX Environmental Experience and Support
2. LAX Cargo planning experience
3. NEPA/CEQA environmental experience at other major metropolitan airports

1997+

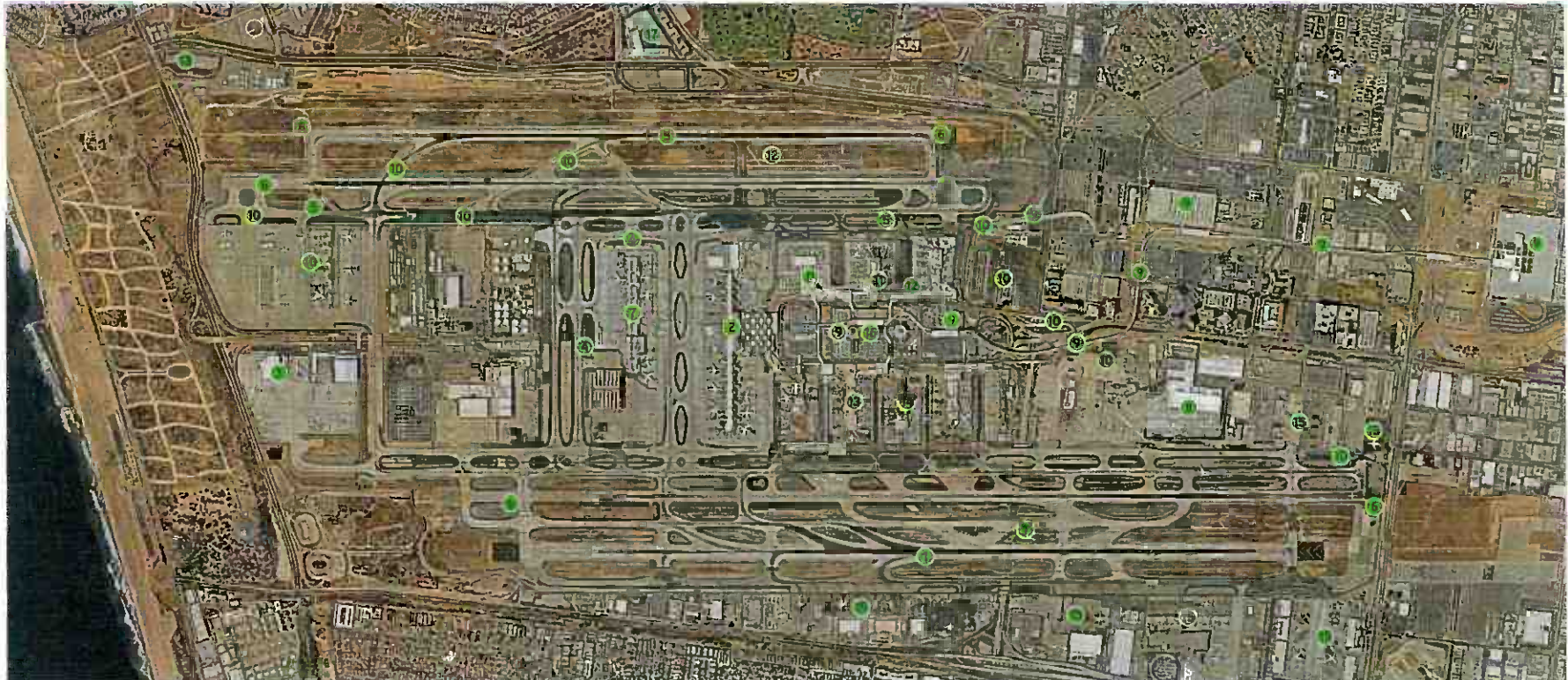
Since 1997, the Ricondo Team has supported LAWA on **critical high-value projects** that are operating or under construction today



**Long-Term LAX Environmental Experience and Support.** The firms on the Ricondo Team have provided numerous environmental technical support services at LAWA and at other US airports that directly relate to the requested services for LAX under this contract. One of the Ricondo Team's most critical attributes for this project is its collective experience with joint CEQA/NEPA technical services on multiple high-value projects at LAX (see **Exhibit 2C-1** on the following page). With the exception of the Airfield and Terminal Modernization Project (ATMP), every project supported by Ricondo Team firms is in operation or under construction. The Team's experience on these projects began in June 1997, when LAWA issued the Notice of Intent and Notice of Preparation to prepare a joint Environmental Impact Report (EIR) and Environmental Impact Statement (EIS) for the LAX Master Plan. The most recent project, the LAX ATMP EA, was completed in December 2021, when FAA issued a Finding of No Significant Impact (FONSI) and Record of Decision.

As Ricondo demonstrated by recently completing the environmental technical and entitlement support services for the Landside Access Modernization Program (LAMP) at LAX (featured Project 1 in **Table 2C-1**), our firm has significant experience working with LAWA on the CEQA/NEPA process and developing requisite documentation for project implementation. Ricondo has applied our previous CEQA experience and lessons learned with LAWA on several other critical capital development projects.

EXHIBIT 2C-1: RICONDO'S ENVIRONMENTAL SERVICES SUPPORT ON HIGH-VALUE PROJECTS AT LOS ANGELES INTERNATIONAL AIRPORT



Source: Nearmap, August 2022 (aerial photography— for visual reference only, may not be to scale)

**LEGEND**

- |  |  |   |  |
|--|--|---|--|
| 1 Environmental, Technical, and Consulting Services for the South Airfield Improvement Project | 6 Environmental, Technical, and Consulting Services for Runway 7L/25R Runway Safety Area and Associated Improvements and Environmental, Technical and Consulting Services for Runway 6L/24R and Runway 6R/24L Runway Safety Area and Associated Improvements | 9 CEQA and NEPA support services for the Landside Transportation Program  | 14 Terminal 6 Refinements Environmental Support  |
| 2 Environmental, Technical, and Consulting Services for the Bradley West Project               | 7 Midfield Satellite Concourse North Environmental Impact Report and Terminal Planning   | 10 Environmental, Technical, and Expert Consulting Services for the Airfield and Terminal Modernization Project | 15 2021 Cargo Redevelopment Plan   |
| 3 CEQA and NEPA Support Services for the West Aircraft Maintenance Area                        | 8 United Airlines East Aircraft Maintenance and Ground Support Equipment Project   | 11 Terminal 2 and 3 Modernization Environmental Support   | 16 CEQA Support Services for the Central Utility Plant Replacement                                     |
| 4 Environmental, Technical, and Consulting Services for the Crossfield Taxiway Project         |  | 12 Terminal 1.5 Environmental Support   | 17 CEQA and NEPA Environmental Documentation for the Relocation of the LAWA Police Department Facility |
| 5 Environmental, Technical, and Consulting Services for the Specific Plan Amendment Study      |  | 13 Terminal 5 Refinements Environmental Support   | 18 NEPA Support Services for the Receiving Station X   |

Key lessons learned from the projects listed in Exhibit 2C-1 that would aid in successfully completing this contract include:

1. The FAA Western-Pacific Region prefers keeping the CEQA and NEPA documents separate because combined CEQA and NEPA documents can be confusing to the public due to use of different analyses based on different significant thresholds for the different regulations.
2. Response flexibility is critical because CEQA and NEPA regulations/guidelines frequently change.
3. Early agency and public coordination are important to ensure that all stakeholder concerns/issues are addressed in the draft documents.
4. Administrative records should be carefully developed and maintained because of the possibility of future litigation or disputes.
5. Response to Comment (RTC) information from previous environmental projects should be referenced and incorporated to the greatest extent possible to ensure consistency.

Ricondo's significant experience would be supported by additional firms on the Team that also have a proven track record on environmental projects. Specifically, CDM was the prime contractor for the recently completed EIR, EA, and General Conformity Determination for the ATMP (see featured Project 2 in **Table 2C-1**). For the past 25 years, CDM has also supported LAWA in the preparation of CEQA and NEPA documents for high value projects including the Bradley West Project, the Specific Plan Amendment Study (SPAS), and the LAMP. The Ricondo Team also includes several firms that have supported both Ricondo and CDM on LAX environmental projects. Because of this collective experience and familiarity with LAX gained over the past 25 years, the Ricondo Team could begin work immediately, with a minimal learning curve.



**LAX Cargo Experience.** Ricondo has significant cargo facility, cargo operations, and ground transportation experience at LAX. This experience would enable Ricondo to quickly mobilize; understand/recognize the complex issues associated with the developer's proposed plans; and work closely with LAWA to identify program elements and define the level of detail to be analyzed in the CEQA and NEPA documents.

Between March and August 2021, Ricondo led a team to support LAWA on developing a comprehensive cargo plan and a conceptual implementation plan to conduct the improvements while accommodating demand. Ricondo's **Joseph Birge** was the Cargo Comprehensive Plan task manager for that effort, and he would serve as the Project Description, Definition, and Alternative Review and Evaluation Lead (Project Description Lead) for this project. In this role, Mr. Birge would work with LAWA and the Ricondo Team to collaborate with the developer to define and describe the preferred project at a level needed to support the CEQA and NEPA environmental analysis.

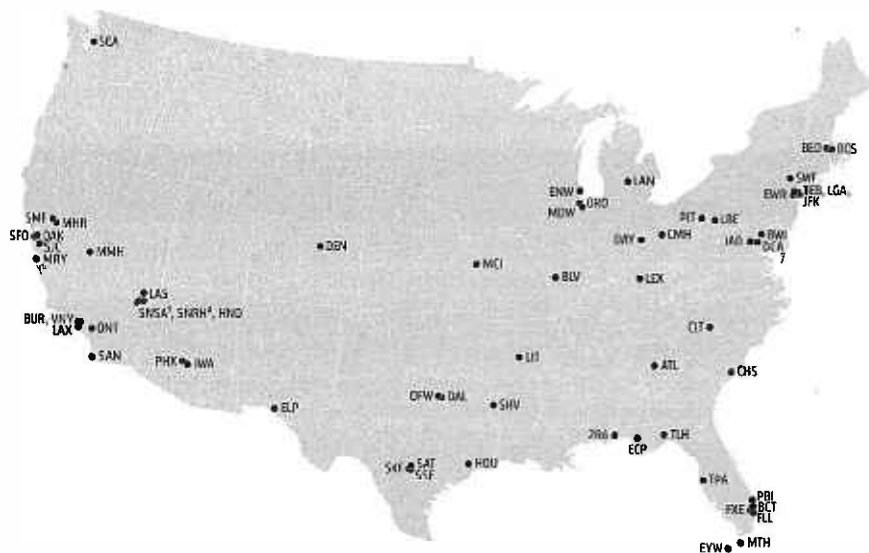
**NEPA/CEQA environmental support at other major airports.** Ricondo has extensive experience providing environmental process and technical consulting services at a number of other major metropolitan airports in the US, as shown in **Exhibit 2C-2** on the following page. Ricondo has also provided CEQA/NEPA and environmental technical consulting services for major metropolitan airports in California, including San Francisco International Airport (SFO), which is Project 3 in **Table 2C-1**.

Ricondo's contract at SFO included environmental services for a cargo redevelopment project, which included support in project definition, NEPA documentation, and supporting technical analysis (e.g., FAA Reauthorization Bill Section 163 Determination support, air quality, floodplains, noise, and National Historic Preservation Act Section 106 assessments) for a documented categorical exclusion (CATEX). The



purpose of the project was to provide modern and efficient cargo facilities that would meet the administrative, warehouse, and apron area space needs to accommodate existing and future belly cargo operations at SFO. The project involves demolishing existing cargo facilities and constructing modern facilities to consolidate the airport's cargo operations. Ricondo coordinated with SFO and the FAA Western-Pacific Region office to develop the documentation, coordinate with appropriate agencies, and execute the NEPA process.

EXHIBIT 2C-2: RICONDO'S ENVIRONMENTAL CONSULTING EXPERIENCE



Ricondo also performed a cargo facility analysis as part of the Northside Improvements EA for San Diego International Airport, under our On-Call Technical Planning Services contract. For this, Ricondo coordinated among the San Diego County Regional Airport Authority, FAA LAX Airport District Office, and FAA Western-Pacific Region staff. Ricondo's working history with the FAA Western-Pacific Region office would be an important asset to LAWA for this Cargo Modernization project as well.

## 2C.2 COORDINATE WITH AUTHORITIES HAVING JURISDICTION

The environmental support services required under this contract would demand a similar level of agency coordination to the efforts required under the LAMP CEQA and NEPA process. As noted above, members of the Ricondo Team have partnered with LAWA to solve complex environmental issues and satisfy environmental documentation and permitting requirements for over 25 years. This agency experience on other projects is summarized in Table 2C-1 under "Stakeholders, Third Parties, and/or Authorities Having Jurisdiction Coordinated With on the Contract."

**25 YEARS**

Long-Term Experience with  
FAA LAX Airport District Office  
and Western-Pacific Region

In addition to coordination with other agencies having jurisdiction over resources within the study area, the Ricondo Team recognizes the importance of close coordination with LAWA on other ongoing and planned projects independent of the Cargo Modernization project. The EA must account for reasonably foreseeable projects that have independent utility not only from the Cargo Modernization preferred project, but also from enabling projects associated with implementing the preferred project. Timing of these other initiatives can have a major impact on the technical analysis for the Cargo Modernization project. Ricondo has a proven track record working on capital improvement planning activities at LAX and the Ricondo Team has developed a strong working relationship with LAWA planning staff; many of these efforts are related to firms within the Ricondo Team providing ongoing support to LAWA's Program Development Group during project design and construction. These include the West Aircraft Maintenance Area Project, the Midfield Satellite Concourse (MSC) Project, LAX Northside, and improvements to runway safety areas required under congressionally mandated implementation deadlines.

## 2C.3 RECENT RICONDO/RICONDO TEAM CONTRACTS WITH RELEVANT AND SIMILAR SCOPES

Recent contracts performed by the Ricondo Team with relevant and similar scopes to the proposed RFP scope are summarized in **Table 2C-1**.

TABLE 2C-1: PROJECT EXPERIENCE

PROJECT 1: CEQA AND NEPA SUPPORT SERVICES FOR THE LOS ANGELES INTERNATIONAL AIRPORT LANDSIDE ACCESS MODERNIZATION PROGRAM	
Project Location	Los Angeles, California
Owner's name	Los Angeles World Airports
Owner's representative address, email, telephone	Ms. Samantha Bricker • One World Way Project Development and Coordination, Los Angeles, California 90045 • sbricker@lawa.org • 424-646-5054
Proposer's role and percentage of responsibility	Prime consultant – project management; NEPA documentation; CEQA documentation; environmental strategy; land use entitlements; agency and public coordination. Responsible for 65% of contract.
Role(s) of any of the proposed Key Personnel on the project	Stephen Culberson, Ricondo – Project Manager Julie Gaa (JBG) – Document Editor and Coordination Robin Ijams (CDM) – Land Use Planning Anthony Skidmore (CDM) – Hydrology and Water Quality
Description of the work or services provided	<p>In late 2014, Ricondo was selected by LAWA to conduct technical analyses and prepare documentation for compliance with CEQA and NEPA; conduct agency coordination and public involvement tasks; conduct environmental surveys to establish baseline conditions; identify relevant mitigation commitments and measures to offset the potential environmental effects of the proposed LAMP; and obtain the necessary entitlements for LAMP implementation, including amendments to the City of Los Angeles General Plan, the LAX Plan, and the LAX Specific Plan, zone changes, and the reconfiguration of existing parcels.</p> <p>The CEQA process was initiated in February 2015 with the release of an Initial Study and Notice of Preparation. The NEPA process was initiated in June 2016 with the transmittal of scoping letters to various federal, state, and local agencies, and a public scoping meeting. A general conformity determination was required for the project, as LAX is located in an area of severe nonattainment for ozone and construction emissions for the proposed action exceeded the applicable <i>de minimis</i> thresholds.</p> <p>Ricondo led a multidisciplinary team and conducted an extensive agency coordination and stakeholder involvement program to engage local community, business, and government groups in the environmental process. The Final EIR (FEIR) was certified in March 2017. The Final EA and FONSI/Record of Decision was published in January 2018. Additional services after certification of the EIR and issuance of the FAA finding on the EA included review of developer/design build team concepts for compliance with the environmental approvals and preparation of two addendums to the EIR to assess the potential effects of project changes.</p> <p><b>Valuable Experiences and Lessons-Learned to Assist in Successful Completion:</b> LAMP had an aggressive timeline, which was met by holding weekly coordination meetings with LAWA, the planning team, and the environmental team, as well as bi-weekly meetings with the FAA. Extensive agency coordination was maintained throughout the LAMP process, which included a working group consisting of the California Department of Transportation (Caltrans), Los Angeles County Metropolitan Transportation Authority (Metro), Southern California Area Governments (SCAG), and the Los Angeles Department of Transportation (LADOT), to coordinate traffic issues and to review the approach and results of the traffic study. Extensive coordination was also required among numerous public entities to discuss and review the air quality conformity methodology and approach. Historic resource issues related to the National Register of Historic Places-eligible Theme Building were regularly coordinated with the Los Angeles Conservancy, the State Historic Preservation Office, and the Los Angeles Department of City Planning Office of Historic Resources. Ricondo developed a public outreach program that targeted community and business groups and produced multiple presentations to inform these groups on the LAMP and the environmental process.</p> <p>Ricondo understood that the project elements evaluated in the EIR and EA were subject to change during the design-build process. The environmental documents were carefully developed to account for potential changes and to allow LAWA and the design-build teams maximum flexibility during construction.</p>
Total dollar amount of the project	\$5.5 billion (construction value)
Total dollar amount of firm's contract	\$15,064,325 (Ricondo's contract value)

**PROJECT 1: CEQA AND NEPA SUPPORT SERVICES FOR THE LOS ANGELES INTERNATIONAL AIRPORT LANDSIDE ACCESS MODERNIZATION PROGRAM**

Scheduling and/or cost overruns	Not applicable
Stakeholders, third parties, and/or Authorities Having Jurisdiction	FAA, Caltrans, Metro, SCAG, LADOT, US Environmental Protection Agency, Federal Highway Administration, South Coast Air Quality Management District (SCAQMD), State Historic Preservation Office, City of Los Angeles Department of City Planning (DCP), Los Angeles Bureau of Engineering, Los Angeles Conservancy, and the Los Angeles Department of City Planning, Office of Historic Resources. Local jurisdictions coordinated with on a regular basis included the City of El Segundo, Culver City, City of Hawthorne, City of Inglewood, Los Angeles County, Westchester-Playa del Rey Neighborhood Council, Gateway BID, City Council District 11, and various business and community groups.
SBE or DBE requirements and actual for the project	LAWA required a minimum of 15 percent SBE participation; Ricondo committed to a minimum of 18 percent SBE participation. As of August 31, 2022, Ricondo achieved 33.26 percent SBE participation. Proposer's Role in Meeting these Goals: Ricondo identified and integrated multiple DBE firms into both of these efforts in meaningful technical roles.

**PROJECT 2: ENVIRONMENTAL, TECHNICAL, AND EXPERT CONSULTING SERVICES FOR THE NORTH AIRFIELD SAFETY IMPROVEMENT PROGRAM (AKA AIRFIELD AND TERMINAL MODERNIZATION PROJECT) AT LAX**

Project Location	Los Angeles, California
Owner's name	Los Angeles World Airports
Owner's representative address, email, telephone	Ms. Evelyn Quintanilla • 7301 World Way Drive, Los Angeles, California 90045 • <a href="mailto:equintanilla@lawa.org">equintanilla@lawa.org</a> • 424-646-5188
Proposer's role and percentage of responsibility	Proposer's Role: Project Description development, Aviation Planning, NEPA Lead Proposer's Percentage of Responsibility: 30 percent
Role(s) of any of the proposed Key Personnel on the project	Joseph Huy, Ricondo – Principal for Project Description/Aviation Planning Stephen Smith, Ricondo – NEPA Lead Stephen Culberson, Ricondo – NEPA Strategic Advisor Joseph Birge, Ricondo – Project Definition Lead/Airfield Planning Lead Robin Ijams (CDM) – Project Technical Leader/CEQA Lead Anthony Skidmore, (CDM) – Project Manager, NEPA/CEQA Strategic Advisor Julie Gaa (JBG) – CEQA/NEPA Documentation
Description of the work or services provided	<p>Ricondo, as a subcontractor to CDM, completed the project definition and NEPA review for the ATMP at LAX. The ATMP includes improvements to the LAX north airfield, addition of a new concourse and terminal, landside improvements, and roadway improvements. Under this \$16.3 million contract, Ricondo and other Ricondo Team members completed a comprehensive planning effort to define the project, including completing an aviation forecast, airfield simulation modeling, conceptual engineering of roadway improvements, constructability analysis and project phasing, and construction cost estimates.</p> <p>These efforts led to the preparation of a Concept Development Report that identified a preferred project. Subsequently, the Ricondo/CDM team completed environmental clearances for the project under CEQA and NEPA, with Ricondo leading the NEPA EA and CDM leading the CEQA EIR. Throughout the project, the team developed and implemented a comprehensive communication strategy, including project branding, outreach materials, and creative solutions to ensure public involvement during the COVID-19 pandemic.</p> <p><b>Valuable Experiences and Lessons Learned to Assist in Successful Completion:</b> With the 2028 Olympics fast approaching, LAWA needs to implement proposed airport improvements as efficiently as possible. To meet this objective, the NEPA process needed to be completed by December 2021 to be eligible for the FAA funding cycle. Our team's innovative strategy relied upon separate CEQA and NEPA leads, supported by common subject matter experts, which enabled the CEQA and NEPA processes to advance concurrently instead of consecutively. This resulted in a 10-month reduction in the overall project schedule. The team had weekly coordination with multiple disciplinary experts, LAWA departments, and the FAA. To ensure that the NEPA schedule would be met, Ricondo, led by Mr. Culberson and Mr. Smith, developed and maintained a detailed project schedule to aid in identifying key prerequisites, tracking critical path tasks, and adjusting focused efforts. This was done to schedule FAA review dates well in advance and address necessary in time to accommodate FAA staff availability for reviews. This approach resulted in certification of the EIR by the Los Angeles City Council in November 2021, followed shortly thereafter by the issuance of the FONSI and Record of Decision by FAA in December 2021.</p>

**PROJECT 2: ENVIRONMENTAL, TECHNICAL, AND EXPERT CONSULTING SERVICES FOR THE NORTH AIRFIELD SAFETY IMPROVEMENT PROGRAM (AKA AIRFIELD AND TERMINAL MODERNIZATION PROJECT) AT LAX**

Total dollar amount of the project	\$5.4 billion (Construction value)
Total dollar amount of firm's contract	\$5,024,275 (Ricondo's contract value) – note: CDM contract value was \$16.3 million.
Scheduling and/or cost overruns	Schedule delays due to changes in project description or agency reviews have occurred on some tasks; when they did occur, Ricondo proactively managed the schedule in coordination with LAWA to keep leadership apprised of project progress and options for recovering time lost. Ricondo closely coordinated with LAWA when these issues occurred and sought ways to minimize additional budget requests.
Stakeholders, third parties, and/or Authorities Having Jurisdiction	Key Authorities Having Jurisdiction and other agencies included the FAA, Environmental Protection Agency, Caltrans, California Air Resources Board, South Coast Air Quality Management District, SCAG, Native American Heritage Commission, and sister city departments including DCP, LADOT, Los Angeles Department of Water and Power, Los Angeles Department of Public Works, and the Los Angeles Fire Department. Ricondo also supported LAWA and FAA with Native American tribal consultations. In addition, project notifications were sent to over 8,500 community members and other stakeholders, and our team members supported LAWA staff in numerous presentations to stakeholder groups.
SBE or DBE requirements and actual for the project	Contract requirement: 14 percent DBE participation; actual: 14 percent DBE participation Proposer's Role in Meeting these Goals: Ricondo led the project definition phase and the NEPA effort for this project. Ricondo identified and integrated multiple DBE firms into both of these efforts in meaningful technical roles.

**PROJECT 3: AS-NEEDED ENVIRONMENTAL, TECHNICAL, AND EXPERT CONSULTING SERVICES AT SAN FRANCISCO INTERNATIONAL AIRPORT**

Project Location	San Francisco, California
Owner's name	Airport Commission, City and County of San Francisco
Owner's representative address, email, telephone	Ms. Audrey Park • Bureau of Planning and Environmental Affairs, 674 West Field Road, 2nd Floor, San Francisco 94128 • <a href="mailto:Audrey.Park@flysfo.com">Audrey.Park@flysfo.com</a> • 650-821-7844
Proposer's role and percentage of responsibility	Prime consultant – project management, NEPA documentation, CEQA documentation, environmental strategy, expert consulting services for noise, Bay Conservation and Development Commission permitting
Role(s) of any of the proposed Key Personnel on the project	Stephen Culberson, Ricondo – environmental strategic advisor; NEPA and CEQA reviewer Stephen Smith, Ricondo – expert witness for noise-related issues
Description of the work or services provided	<p>In 2016, the City and County of San Francisco Airport Commission awarded Ricondo a five year on-call NEPA planning services contract for SFO. Services include preparation of EAs and documentation supporting CATEXs and CEQA exemptions, strategic pre-planning environmental support services, analysis of air quality and aircraft noise emissions associated with various projects, and as-needed environmental planning services. Tasks completed or underway to date include one EA, over 15 documents supporting CATEX determinations under NEPA for improvement and development projects, nearly 25 documents supporting categorical exemptions under CEQA, and miscellaneous strategic support services, including development of public and agency messaging and coordination and provision of technical guidance.</p> <p><b>Valuable Experiences and Lessons-Learned to Assist in Successful Completion:</b> On-Call NEPA contracts allow Ricondo to build a depth of environmental expertise with a client; this supports our firm's ability to rapidly assess projects and meet demanding client schedules. This expertise, coupled with Ricondo's experienced environmental team, enabled Ricondo to respond to a request to prepare six documents to support CATEXs within a two-week timeframe. Ricondo met the compressed schedule for CATEX documentation development (analysis, documentation, and internal quality control reviews) through detailed staff assignments, manager oversight, and technical reviews.</p>
Total dollar amount of the project	\$2,615,902 (2016); \$1,065,781 (2021)
Total dollar amount of firm's contract	\$3,850,000 (2016); \$3,265,001 (2021)
Scheduling and/or cost overruns	Not applicable.

**PROJECT 3: AS-NEEDED ENVIRONMENTAL, TECHNICAL, AND EXPERT CONSULTING SERVICES AT SAN FRANCISCO INTERNATIONAL AIRPORT**

Stakeholders, third parties, and/or Authorities Having Jurisdiction	FAA, San Francisco Department of City Planning, BCDC, California Department of Fish and Wildlife, US Army Corps of Engineers, and the Regional Water Quality Control Board (Region 2).
SBE or DBE requirements and actual for the project	No SBE or DBE requirements for this project.

**2C.4 EXPERIENCE IN THE DIRECTION, COORDINATION AND PREPARATION OF ENVIRONMENTAL DOCUMENTS**

Ricondo's proposed PMT would be led by **Stephen Smith**, who has substantial experience directing and preparing environmental documents with multiple subcontractors and stakeholders. Mr. Smith was the PM responsible for preparing the ATMP EA at LAX, which included multiple subcontractors at the same time. Mr. Smith also coordinated with the CEQA lead to ensure information and analysis was consistent where appropriate for that project. Additionally, Mr. Smith has worked with the FAA on multiple EAs for the past six years on matters including implementation of air traffic procedures. He has managed coordination with multiple departments within the FAA, as well as multiple subcontractors specializing in historic resources, Section 4(f), aircraft noise, and public outreach. For both the LAX ATMP and FAA air traffic procedure EA efforts, Mr. Smith also coordinated with legal counsel on administrative record development/retention practices.

Given the complexities involved in managing the CEQA and NEPA process for LAX, the Ricondo Team would assign two strategic advisors—**Anthony Skidmore** (CEQA) and **Stephen Culberson** (NEPA) — to support Mr. Smith as members of the PMT in developing the overall CEQA and NEPA program and handling key milestones, subcontractor-planned efforts, and dependencies on CEQA and NEPA tasks. Mr. Skidmore and Mr. Culberson both have several years of experience related to successfully completing CEQA and NEPA processes and documentation for projects that involved simultaneous efforts conducted by multiple subcontractors. Example projects that involved simultaneous efforts conducted by multiple subcontractors included the LAX Master Plan, SPAS, MSC, LAMP, and ATMP. Both of them would be available on scheduled project management calls to address any issues or risks that may arise during the project. Section 2E describes the Ricondo Team's proposed approach to this contract, which was developed based on Mr. Skidmore's and Mr. Culberson's experience.

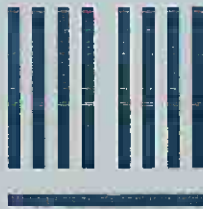
Mr. Smith would also be supported by **Joseph Huy**, the PP for this contract. Mr. Huy brings more than 28 years of experience working with LAWA on major planning and environmental projects including the Master Plan EIR/EIS, SPAS, MSC, LAMP, ATMP and the Cargo Redevelopment Plan for LAX. Mr. Huy would be responsible as a member of the PMT for overseeing Ricondo's commitments to LAWA, ensuring the quality of the Ricondo Team's services and deliverables, and confirming that resources are available as needed. Mr. Huy recognizes that successful completion requires flexibility and timely responses to issues, as well as the ability to quickly make staffing changes as needed. Mr. Huy has worked with nearly all of the firms on the Ricondo Team and is familiar with the expertise each firm provides.

**Julie Gaa**, the team's designated Documentation Lead, has managed the development of several environmental documents such as the LAX Master Plan EIR/EIS, SPAS, LAMP, and ATMP. Ms. Gaa would assist Mr. Smith in maintaining documentation standards, writing guidelines, consistency, and project record keeping protocols among all Ricondo Team members.

**Appendix A** contains the Company Information Sheets using the forms provided in Attachment 2: Technical Proposal Forms from the RFP.



2D



SECTION 2D

## 2D KEY PERSONNEL

The Key Personnel for this project were selected based on their expertise in the requisite technical areas, understanding of the issues at LAX, and availability to commit to the required services throughout the term of our contract. The Key Personnel would serve critical roles that include the PP, PM, NEPA/CEQA Strategic Advisors, the Project Description Lead, CEQA Lead, NEPA Lead, Documentation Lead, and the Public Outreach Lead.

### 2D.1 RESPONSIBILITY, REPORTING STRUCTURE, AND OVERALL ROLE OF PROPOSED KEY PERSONNEL

The Proposed Project Team Organization chart provided in Section 2F on **Exhibit 2F-1** summarizes key personnel roles and how Ricondo proposes to use each member to manage the project. As PM, Mr. Smith would report directly to the assigned LAWA PP on all matters related to workplan development, schedule, budget management, CEQA and NEPA processes, and project risk management. The LAWA PM would also be able to communicate directly with the Ricondo Team's PMT (comprised of the PP, and NEPA and CEQA Strategic Advisors). At the start of the project, PMT meetings would be devoted to developing CEQA and NEPA workplans, discussing technical analysis protocol concerns, developing outreach and agency coordination plans, creating schedule accounting for key interdependencies, and identifying project milestones. As the project proceeds, these meetings would cover critical action items regarding CEQA and NEPA analysis, adjustments to protocols based on changes in regulations and guidelines, and other concerns as they are identified. Ricondo would also make the PMT available to LAWA for reviewing developer proposals and alternatives, and to provide feedback related to potential environmental process and/or risks.

The PM would delegate responsibility to the Project Description Lead, NEPA Lead, and CEQA Lead to develop, execute, and monitor all technical and documentation efforts related to their respective areas of expertise. These Leads would be responsible for communicating scope and expectations to the technical area leads. Once documentation format standards are accepted by LAWA, the Documentation Lead would be responsible for distributing the project document format standards, writing style guides, editorial/formatting review protocols, and administrative file records maintenance protocols to the Project Description Lead, NEPA Lead, CEQA Lead, and technical area leads.

The Public Outreach Lead, Emily Fan Michaelson (KTZ), would be responsible for coordinating with LAWA to develop an outreach plan and working with the PMT to develop the necessary materials and key talking points. The Public Outreach Lead would also be responsible for developing and maintaining a project contact database comprised of all stakeholders, including elected representatives, various agencies, and interested members of the public.

### 2D.2 PROPOSED KEY PERSONNEL

Ricondo's designated Key Personnel include experts with proven track records in conducting environmental and/or technical planning studies for LAWA. Our Key Personnel have successfully worked together on a number of projects for LAWA and thoroughly understand the major challenges involved with this effort. The Key Personnel would bring extensive institutional knowledge to this project, based on more than 25 years of combined experience providing infrastructure planning and/or environmental/entitlement support to LAWA on high-valued projects. Abbreviated biographical summaries of our Key Personnel are presented on the following page, and their detailed resumes are provided in **Appendix B**.

### **Project Principal - Joseph Huy, CM (Ricondo)**



**Overview:** Mr. Huy has over 28 years of experience leading and managing project teams and integrating airport senior management with multiple technical disciplines on a variety of airport planning and environmental projects. He has worked on numerous projects for LAX involving critical key infrastructure improvements.

**Relevant Project Experience Examples:** Mr. Huy served as the PP for planning and environmental support for the MSC, SPAS, and ATMP. He also served as PP for planning efforts in support of the development of the Cargo Redevelopment Study.

**Why selected for this role:** Mr. Huy has successfully served as a trusted advisor to LAWA, providing strategic advisory services on high-value projects such as the MSC, SPAS, and the ATMP. Mr. Huy also served as the Planning Lead PP for the Cargo Redevelopment Study, which provided the basis for the Cargo Study Assessment. His extensive experience on LAX planning efforts would be a key asset to LAWA for navigating planning and environmental efforts under this contract.

### **Project Manager - Stephen Smith, PMP (Ricondo)**



**Overview:** Mr. Smith has over 25 years of experience conducting and managing environmental impact analyses and planning projects on a wide variety of airport and air traffic assignments. His responsibilities have included planning, assessing, and documenting proposed airport and air traffic projects in compliance with CEQA and NEPA. He is experienced in assessing federal requirements and guidelines related to airport planning and NEPA, including applicable standards set forth in FAA Advisory Circular 150/5300-13B, *Airport Design*, FAA Order 1050.1F, *Environmental Impacts: Policies and Procedures*, and FAA Order 5050.4B, *NEPA Implementing Instructions for Airport Actions*. Mr. Smith has managed complex programs and projects over the past two decades, including efforts involving multiple stakeholders and subcontractors. Mr. Smith has been a certified Project Management Professional by the Project Management Institute since 2013.

**Relevant Project Experience Examples:** Mr. Smith served as PM for the On-Call Technical Planning Services contract for San Diego International Airport and the ATMP NEPA process, technical analysis, and documentation efforts; Program Manager for FAA Metroplex NEPA Support for multiple metroplex EAs throughout the United States; and PM for planning support for the LAX SPAS. Details of the On-Call Technical Planning Services for San Diego ATMP and SPAS are available in Section 1A and Section 2C of this proposal.

**Why selected for this role:** Mr. Smith has extensive project and program management experience. He has managed contracts involving multiple subcontractors, multiple lines-of-business, and multiple stakeholders with varying degrees of influence over a project. He has also managed the development of environmental documentation for multiple airports concurrently. Mr. Smith has developed a robust understanding of airport planning, alternatives analyses, environmental processes, and environmental impact category technical analysis and documentation. He has worked on numerous aviation projects that involved legal challenges and has supported clients in successfully defending the processes and analyses supporting environmental determinations.

### **Project Description Lead - Joseph Birge (Ricondo)**



**Overview:** Mr. Birge has 35 years of aviation experience as both an airport executive and an airport planning consultant. This combination gives him a comprehensive understanding of the issues and challenges facing airport operators and enables him to provide practical solutions to airport issues and challenges. He has managed numerous planning and facility development projects for a broad range of airport facilities.

**Relevant Project Experience Examples:** He served as Project Description Lead for LAX's South Airfield Improvement Project, the LAX SPAS, and LAX ATMP. His most relevant experience was managing the Cargo Redevelopment Study that served as the basis for the Cargo Study Assessment Report.

**Why selected for this role:** Mr. Birge was named Project Description Lead because of his direct involvement in the Cargo Redevelopment Study for LAX, along with his expertise in this area, as described above. Mr. Birge has also worked with other airport operators on potential cargo modernization plans, and he is strongly familiar with specific requirements for different types of cargo operators. His long-term planning experience at LAX also makes him an excellent fit in this role because he is able to offer insight on unique operations at and around LAX.

### **NEPA/CEQA Strategic Advisor and NEPA Lead - Stephen Culberson (Ricondo)**



**Overview:** Mr. Culberson has nearly 35 years of experience performing and managing environmental impact analyses and planning projects for a wide variety of airport projects. His responsibilities include planning, assessing, and documenting proposed airport projects in compliance with NEPA, FAA guidance, and CEQA.

**Relevant Project Experience Examples:** Mr. Culberson was CEQA Lead for the LAX MSC EIR; CEQA and NEPA Lead for LAMP; NEPA Lead and NEPA/CEQA Strategic Advisor for the ATMP; project manager for the On-Call Entitlement and Environmental Planning Consulting Services at LAX, Van Nuys Airport, and Palmdale contract; Strategic Advisor for the As-Needed Environmental, Technical and Expert Consulting Services at SFO; and NEPA and CEQA Lead for environmental support tasks for the On-Call Technical Planning Services for San Diego International Airport.

**Why selected for this role:** Mr. Culberson brings comprehensive CEQA and NEPA experience on high-valued projects at major metropolitan airports, especially LAX. As indicated above, Mr. Culberson has been involved in the most recent high-value projects that have successfully gone through CEQA and NEPA processes. All of these projects except the ATMP are operational or under construction. His experience working at multiple airports in the FAA Western-Pacific Region would be critical in this role as well, because the FAA Western-Pacific Region and LAX ADO would be responsible for reviewing determinations under Section 163 of the FAA Reauthorization Act of 2018; conducting the NEPA process; meeting special purpose laws and regulations; and developing the required documentation.

### **Documentation Lead - Julie Gaa (JBG)**



**Overview:** Ms. Gaa has over 34 years of professional environmental consulting experience, with an emphasis in CEQA and NEPA document preparation. Since 2000, she has focused on conducting environmental analyses and coordinating the preparation of environmental analyses documents for various projects at LAX and San Diego International Airport. Ms. Gaa has developed historic knowledge on documentation standards, language, and

messaging applied for several LAX environmental documents. Ms. Gaa is also responsible for the standard protocol used to manage and document responses to public comments.

**Relevant Project Experience Examples:** Ms. Gaa served as environmental documentation lead for high-value projects at LAX such as the LAX Master Plan EIS/EIR, LAX Bradley West Project, the LAX South Airfield Improvement Project, the LAX Crossfield Taxiway Project, the LAX SPAS project, the United Airlines East Aircraft Maintenance and Ground Support Equipment Project, the LAX LAMP project, and the LAX ATMP.

**Why selected for this role:** Ms. Gaa was selected to serve as the Documentation Lead because of her extensive experience in documentation standards management, writing style guidelines, editorial services, CEQA and NEPA consistency review, response to comments management, and administrative record development for high-value projects at LAX. Ms. Gaa is deeply knowledgeable and aware of key community issues and concerns at LAX and has a strong understanding of how previous environmental documents addressed the concerns.

#### **CEQA Lead - Robin Ijams (CDM)**



**Overview:** Ms. Ijams has more than 30 years of experience in environmental analysis and environmental regulation. Her expertise lies in the preparation and management of environmental documents for complex and sometimes controversial projects. She has managed and participated in the preparation of EIRs and EISs for a wide diversity of projects, ranging from small-scale EAs to complex, multi-agency documents.

**Relevant Project Experience Examples:** Ms. Ijams served as CEQA lead for high-value projects at LAX such as the LAX Master Plan EIS/EIR, SPAS, LAX Crossfield Taxiway Project, and the ATMP.

**Why selected for this role:** Ms. Ijams was selected as the CEQA Lead due to her 25 years of experience supporting LAWA in executing the CEQA process and developing appropriate documentation that has withstood legal challenges. Ms. Ijams is well-versed with current CEQA requirements, guidelines and the City of Los Angeles threshold guidelines proven by her support to LAWA as the CEQA Lead in the most recent EIR developed for the ATMP. Ms. Ijams also brings extensive experience in identifying viable mitigation measures that have proven successful at LAX.

#### **Public Outreach Lead - Emily Fan Michaelson (KTZ)**



**Overview:** Ms. Michaelson has more than 12 years of experience in public participation and strategic communication for environmental and community planning projects in accordance with CEQA and NEPA. She works closely with agencies to design and implement effective outreach and engagement programs that consider the needs of both government agencies and the general public. Ms. Michaelson's expertise includes developing tailored communication strategies for large complex projects with key land use, transportation, and environmental justice issues. She has experience planning and managing public involvement activities and informational notices and materials for all phases, from scoping meetings and public hearings to the final environmental documents.

**Relevant Project Experience Examples:** Ms. Michaelson has served as lead for outreach programs in support of the Oakland International Airport Terminal Modernization and Development Project EIR. She also served as the lead for the Metropolitan Airpark Project EA to evaluate permitting a private developer to implement the Metropolitan Airpark Project at the Brown Field Municipal Airport.

**Why selected for this role:** Ms. Michaelson offers a new perspective on public outreach as well as strong experience managing the execution of extensive outreach programs with multiple channels of outreach.

She has a certificate in public participation planning, techniques, and communication from the International Association for Public Participation.

#### NEPA/CEQA Strategic Advisor - Anthony Skidmore, AICP (CDM)



**Overview:** Mr. Skidmore has more than 36 years of environmental planning experience with an emphasis on environmental regulatory compliance, land use planning, and development processing. He is experienced in preparing and processing NEPA and CEQA environmental documentation for large-scale developments and controversial, technical, and fast-track projects. In addition to environmental planning, Mr. Skidmore has technical expertise in energy engineering, air quality, noise, and hazardous and toxic materials management.

**Relevant Project Experience Examples:** Mr. Skidmore has provided NEPA/CEQA Strategic Lead support to LAWA on high-value projects at LAX including the LAX Master Plan EIS/EIR, the Bradley West Project, the LAX South Airfield Improvmenet, the LAX Crossfield Taxiway, the LAX West Aircraft Maintenance Area, the LAX Terminal 2 and 3 Modernization, the United Airlines East Aircraft Maintenance and Ground Support Equipment, the LAX Terminal 1 Modernization, the LAX Terminal 1.5, the LAX Central Utility Plant Replacement, and LAX ATMP. The LAX ATMP is described in more detail in Sections 1A and 2C.

**Why selected for this role:** Mr. Skidmore brings wide-ranging experience with NEPA and CEQA as well as in critical technical subjects including air quality, greenhouse gases, human health risks, traffic, construction, and noise. He supported LAWA in establishing a baseline process and numerous technical approaches as the Project Director for the LAX Master Plan EIS/EIR, which was one of the largest, most complex proposed airport improvement projects in the US. Mr. Skidmore was involved in the preparation of numerous CEQA and NEPA documents and technical analysis protocols for the LAX Master Plan program and other capital improvement projects at LAX. His experience at LAX makes him strongly familiar with protocols and analytical approaches applied specifically for LAX CEQA and NEPA analyses. The Ricondo Team leads for key environmental categories would rely on Mr. Skidmore's expertise in applying appropriate protocols and thresholds of significance to apply for each area.

### 2D.3 ALL STAFF EXPERIENCE MATRIX

**Table 2D-1** lists all the staff identified on the Proposed Project Organization chart and summarizes the experience and expertise of each. Table 2D-1 also identifies the projects identified in Section 2C that each individual supported. Nearly 70 percent of these individuals have worked on at least one of the three LAX representative projects described in Section 2C. Note that general resumes for all Ricondo Team non-key personnel members identified in Table 2D-1 are provided in **Appendix C**.



TABLE 2D-1: RICOONDO TEAM STAFF MATRIX

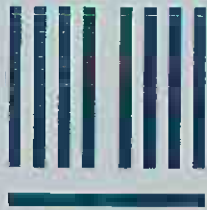
NAME	PROJECT ROLE	FIRM	FIRM LABOR CATEGORY	YEARS OF EXPERIENCE	YEARS WITH FIRM	CERTIFICATIONS AND REGISTRATIONS	AVAILABILITY FOR THIS PROJECT	ON SITE OR HOME OFFICE	CEQA/NEPA SUPPORT SERVICES FOR LAMP AT LAX	ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES FOR ATMP AT LAX	AS NEEDED ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES AT SFO
Joseph Huy, CMAA	Project Principal	RIC	Officer	27	18	Private Pilot, Airplane, Single Engine Land; Repairman Experimental Aircraft	30%	Home offices: Carlsbad, CA, and Los Angeles, CA	■	■	
Stephen Smith, PMP	Project Manager	RIC	Director	26	12	Project Management Professional - 1747397; Private Pilot Single Engine Instrument Rated Pilot	50%	Home offices: Carlsbad, CA, and Los Angeles, CA		■	
Joseph Birge	Project Description Lead	RIC	Director	35	18		40%	Home office: Nashville, TN		■	
Stephen Culberson	NEPA/CEQA Strategic Advisor and NEPA Lead	RIC	Officer	34	16		40%	Home offices: Chicago, IL, and Los Angeles, CA	■	■	■
Julie Gaa	Documentation Lead	JBG	Principal	35	28		50%	Home office: San Diego, CA	■	■	
Robin James	CEQA Lead	CDM	Officer	37	27		60%	Home office: Irvine, CA	■	■	
Emily Fan Michaelson	Public Outreach Lead	KTZ	Project Manager	13	12	International Association for Public Participation Certificate in Public Participation	25%	Home office: San Diego, CA			
Anthony Skidmore, AICP	NEPA/CEQA Strategic Advisor	CDM	Officer	37	24	American Institute of Certified Planners	25%	Home office: Irvine, CA	■	■	
Kris Alberts	Biological Resources	BB	Principal Biologist	25	10	United States Fish and Wildlife Service Permit: TE 039640-5; CDFW/SCCP #SC-192940005	25%	Home office: San Diego, CA			
Kenneth Bukauskas	Cargo Facility/Planning Requirements and Design Review	RIC	Associate Director	27	7		50%	Home office: Alexandria, VA			
Lisa Campbell, PG, PMP	Geology/Soils	CDM	Principal	29	29	Professional Geologist (CA #9349); Certified Project Management Professional	25%	Home office: Los Angeles, CA		■	
Justin Cook, INCE, LEED GA	Roadway and Construction Noise Analysis and Section 4(f)	ESA	Principal Consultant	22	15	Institute of Noise Control Engineering Certification, INCE-USA, 2010 LEED Green Associate Certification, US Green Building Council	25%	Home office: Los Angeles, CA		■	■
Tom Davis, PG, CRG, PMP	Hazards/Hazardous Materials/Solid Waste/Pollution	CDM	Senior Professional I (Grade 7)	37	22	Professional Hydrogeologist (CA #281); Professional Geologist (CA #6149); Certified Project Management Professional	25%	Home office: Los Angeles, CA		■	
Katelyn Doughty	Geographic Information System	RIC	Senior Consultant	5	5		25%	Home office: Chicago, IL	■	■	■
Matt Egge, AICP	Utilities	CDM	Professional III (Grade 5)	13	3	American Institute of Certified Planners	35%	Home office: Irvine, CA		■	
Katie Franco, CM	Community Relations/Public Outreach	AVX	Project Principal	12	5		25%	Home office: San Diego, CA			
Jeremy Gilbride, EIT	Energy, Natural Resources, and Energy Supply	CDM	Professional II (Grade 3/4)	7	7	Engineer-in-Training (CA)	50%	Home office: Irvine, CA	■	■	
Jim Greene, PG	Hazards/Hazardous Materials/Solid Waste/Pollution	CDM	Principal	24	24	Professional Geologist (NH #00748)	25%	Home office: Boston, MA			
Melissa Harclerode, PhD, BCES	Sustainability Support	CDM	Principal	17	17	PhD	25%	Home office: Edison, NJ		■	
Tony Harris	Agency Coordination	PTC	Principal	35	18	Civil Engineer	50%	Home offices: Pasadena, CA, and Sacramento, CA	■	■	
Shereen Haynes	Contractor Team Support	C2PM	Contract Administrator	8	8	Occupational Safety and Health Administration; Project Management Professional (in progress)	100%	Home office: Los Angeles, CA			
Lisa Heckendorn-Blake	Constructability Review	CON	Senior Project Specialist	41	20	Project Management Professional	25%	Home office: Hebron, KY	■	■	
David Hurley, PE	Cost Estimation Review	CON	Associate Principal	39	10	Professional Engineer (GA #045925; HI #14447; KY #18793; MI #6201057418; OH #69096; and TN #100805)	25%	Home office: Hebron, KY	■	■	

1 Note: Key symbol indicates Key Personnel.

NAME	PROJECT ROLE	FIRM	Y1	Y2	CERTIFICATIONS AND REGISTRATIONS	PERCENTAGE	ON SITE OR HOME OFFICE	CEQA/NEPA SUPPORT SERVICES FOR LAMP AT LAX	ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES FOR ATMP AT LAX	AS NEEDED ENVIRONMENTAL TECHNICAL AND EXPERT CONSULTING SERVICES AT SFO
David Jensen	Sustainability Lead	CDM Officer	36	22	Professional Chemical Engineer (CA #4544); Certified Project Management Professional; LEED Accredited Professional, US Green Building Council; Envisior Sustainability Professional, Institute of Sustainable Infrastructure	25%	Home office: Los Angeles, CA	■	■	
Jennifer Johnson	Land Use Planning and Support/Population/Housing/Public Services	ECT Project Manager	22	12		25%	Home office: Los Angeles, CA			
Wendy Lex	Documentation	LEX Document Production Manager	23	20		40%	Home office: Huntington Beach, CA		■	
Tom Locascio, AICP	Environment Support and Land Use Planning	MER Partner/Principal	40	10		15%	Home office: Westlake Village, CA	■	■	
Darin McKenna, PE	Transportation/Staging/Roadways Review	RIC Officer	24	15	Professional Engineer (VA #0402039057)	40%	Home office: Alexandria, VA	■	■	■
Arya Moallemi	Alternative Evaluations	RIC Senior Consultant	38	5		50%	Home office: Los Angeles, CA	■	■	■
John Pehrson, PE	Air Quality, Greenhouse Gases	CDM Associate	40	25		45%	Home office: Irvine, CA	■	■	
David Plakorus, LEED GA	Environmental Justice, Socioeconomics/ Children's Environmental Health	RIC Managing Consultant	12	5		30%	Home office: Denver, CO	■	■	■
Srinath Raju, PE	Transportation/Traffic	RAJ Principal-in-Charge	38	22	Professional Traffic Engineer License (#TR 2127)	30%	Home office: Pasadena, CA	■	■	
Brad Saylor	Project Phasing/Implementation Review	LSA Principal Estimator	32	25	American Society of Professional Estimators; Associated General Contractors; Project Management Institute	75%	Home office: Los Angeles, CA			
Eric Scott	Architectural/Archaeological/Cultural/Tribal Resources	COG Principal Paleontologist	39	5		35%	Home office: Riverside, CA		■	
Shah, PE, RCDD, LEED AP	Energy, Natural Resources, and Energy Supply Support	FBS Principal in Charge	23	19	Professional Electrical Engineer (CA: ET7249); Registered Communications Distribution Designer; LEED Accredited Professional	30%	Home office: Glendora, CA		■	
Jeffrey Stanley	Forecast/Demand Analysis	RIC Officer	27	10		30%	Home office: Chicago, IL			■
Merrill Taylor, PE	Hydrology/Water Quality/Water Resources	CEI Project Manager	12	35	Professional Engineer - Civil (CA #81590)	25%	Home office: San Diego, CA			
Charma Thapa	Airfield Operations, Delay, and Capacity Review; Noise and Compatible Land Use	RIC Director	27	8	Commercial Pilot Certificate with Instrument and Multi-engine Ratings	50%	Home office: Chicago, IL		■	
Paul Travis, AICP	Historic Resources	HRG Managing Principal	16	16	AICP	25%	Home offices: Santa Rosa, CA and Pasadena, CA	■	■	
Lisa Trillett	Agency Coordination and Sustainability	TRI Principal	6	6		25%	Home office: Los Angeles, CA	■	■	
Michael Truskoski	Airfield Design and Planning Review	RIC Managing Consultant	16	16		50%	Home office: Chicago, IL		■	
Kassandra Tzou, PE, PMP	Human Health/Health and Safety Risks	CDM Senior Professional II (Grade 7)	28	25	Professional Civil Engineer (CA # 60140); Certified Project Management Professional	30%	Home office: Concord, CA	■	■	
Robert Varani, PMP, CM	Safety Management and Airspace Surfaces Review	VMC Consultant V	30	20	Project Management Professional (#1377975); AAAS Certified Member; Master of Science; Safety Management Systems I, II, and Audit; Certified Private Pilot; Area Navigation and Terminal Area Route Generation Evaluation and Traffic Simulation (TARGETS) training; TARGETS authorized user	45%	Home office: Minneapolis, MN		■	■
Kristina Woodward	Financial Feasibility Review	RIC Officer	20	20		30%	Home office: Chicago, IL			
Daniel Zeballos	Aesthetics/Visual Effects	IMD Principal	18	14		30%	Home office: McLean, VA		■	
Andrea Zimmer, PhD, EIT	Hydrology/Water Quality/Water Resources	CDM Professional III (Grade 5)	15	7	PhD; Engineer-in-Training (TX)	30%	Home office: Fairfax, VA	■		

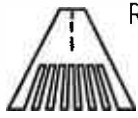


2E



## 2E APPROACH AND UNDERSTANDING OF THE SCOPE OF SERVICES

### 2E.1 PROJECT UNDERSTANDING



Ricondo recognizes that the success of the LAX Cargo Modernization Project requires a consulting team with exceptional CEQA and NEPA experience and working familiarity with LAX facilities and operations. Moreover, this contract will require a team that is able to review development concepts, identify potential issues of concern, and develop strategies for addressing those issues throughout the environmental process. The Ricondo Team is uniquely qualified to meet LAWA's needs, largely because the following attributes:

- Extensive CEQA and NEPA experience, including managing and conducting the CEQA and NEPA processes for both ATMP and LAMP
- Thorough understanding of the LAX environment and its operations
- Prior experience developing initial concepts and phasing plans for the LAX Cargo Redevelopment Study

The environmental documentation for the LAX Cargo Modernization Project must comply with CEQA and NEPA guidelines, provide a thorough analysis of current and anticipated conditions, and include a mitigation plan for any significant impacts. Moreover, both the CEQA and NEPA processes require extensive feedback and input from stakeholders and the public. The Ricondo Team would work closely with LAWA to clearly define the project, key stakeholders, and program milestones at the outset. This would establish a well-defined path forward for the environmental review. These efforts must comply with federal, state, and City of Los Angeles regulations and laws, as well as the requirements of regulatory agencies with jurisdiction over LAX operations including, without limitation, the FAA, California Air Resources Board, SCAQMD, State Historic Preservation Office, Los Angeles Regional Water Quality Control Board, LADOT, and Caltrans. The Ricondo Team would provide entitlement support including processing of final documents for approval by the Board of Airport Commissioners, City Council, and other government agencies, and would assist LAWA with plan compliance reviews which would require review and approval by the Department of City Planning, City Council, and the Los Angeles County Airport Land Use Commission. In addition, any airport plans evaluated under NEPA must be coordinated, reviewed, and approved by different departments within the FAA, including the Airports and Air Traffic Organizations. The Ricondo Team would leverage our familiarity with current practices used by LAWA and other agencies to establish a clear blueprint for completing the LAX Cargo Modernization environmental review process as thoroughly and efficiently as possible.

Because of the project's complexity and the need to effectively coordinate with the project developer and other stakeholders and agencies, LAWA may require additional specialized environmental impact evaluations, environmental analyses, and related technical studies, as well as sustainable design analyses. Other professional services may be needed to conduct condition assessments, project definitions, planning studies, modeling, life cycle costing, cost estimating, scheduling, and engineering and constructability analyses for portions of the proposed project and for any enabling projects. The Ricondo Team has the requisite technical resources and expertise to perform whatever additional work may be needed.

### 2E.2 PROJECT APPROACH

The Ricondo Team's proposed approach to this contract relies on the following fundamental elements:

- Collaborating with LAWA and the developer to clearly define the project scope and develop a comprehensive strategy for completing the environmental review.

- Dedicating experienced staff to the project who understand the complex LAX environment and the cargo modernization program, and who are able begin work immediately with little or no learning curve.
- Proactively coordinating the review process with internal and external stakeholders.

The Ricondo Team's Project Approach is further described in this section.

### **2E.2.1 TASK 0: ASSISTANCE WITH FUTURE COLLABORATION**

Project definition efforts in Task 1 will depend on access to necessary information and data related to the Developer's preferred alternative. LAWA may request planning and operational expertise from the Ricondo Team to screen developer concepts for potential environmental concerns and to propose any modifications which could help avoid potential impacts while still meeting the project's goals and objectives. The Ricondo Team review would include consideration of any related enabling projects as well as tenant/facility relocation plans if needed. This project component may also include assisting with the evaluation of demand/capacity analyses, cost estimates, financial plans, and phasing and construction plans.

### **2E.2.2 TASK 1: PROJECT DEFINITION/PHASING AND SENSITIVITY**

Under Task 1, the Ricondo Team would support LAWA and the Developer, as needed, in evaluating and screening alternative concepts for the LAX Cargo Modernization Project, selecting a preferred alternative which best suits LAWA's objectives, and charting the most expeditious course for the environmental review, entitlement, and implementation processes. Our Team's ability to assist as needed to formulate a meaningful range of alternatives for initial consideration and testing is enhanced by our extensive knowledge of LAX airside and landside systems and operations, excellent working relationships with LAWA staff (and with consultant teams working on related improvements), and our exceptional technical modeling capabilities. The Ricondo Team understands the larger context in which these projects are undertaken and offers an unparalleled capability to support LAWA in planning and evaluating specific improvements within LAX's overall context.

Key considerations in evaluating various alternatives for defining the project include:

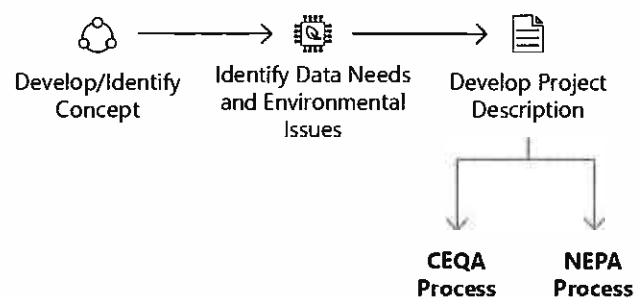
- schedule and timing needs, in the context of near- and long-term goals for the cargo improvements (and possible associated actions);
- the importance of maintaining existing air cargo operations during implementation;
- dependencies and impacts among the various proposed cargo improvements and other LAWA capital improvement programs;
- nature and extent of environmental analyses necessary for the CEQA and NEPA reviews; and
- stakeholder interests, needs, and concerns in the areas of improvements included in the project.

The Ricondo Team would support LAWA and the developer in formulating and implementing a decision-making framework for the selection of a preferred alternative. The Ricondo Team would carefully review the CEQA and NEPA thresholds of significance and the technical assumptions proposed to be used in evaluating the potential impacts of the project. This review would incorporate recent LAWA CEQA and NEPA documents but would also be tailored to the specific characteristics and needs of the LAX Cargo Modernization Project. These thresholds and assumptions would be used in the sensitivity analyses for potential alternatives and would support development of a strategy for the environmental review. Depending on the preferred concept and phasing of the project, as well as the level of project information available for different phases, certain project elements may need to be analyzed at a program level.

The Ricondo Team would work closely with LAWA, FAA, and the City Attorney's Office to develop the NEPA strategy for the project, including formulating strategies related to federal Clean Air Act General Conformity. Project elements and construction phasing would be assessed as part of the initial screening analysis to determine order of magnitude construction emissions. The Ricondo Team would coordinate with LAWA and the Developer, as necessary, to develop a construction phasing plan that will demonstrate General Conformity. Ricondo Team members were directly involved in the extensive coordination between LAWA and SCAQMD required to develop the LAX "emissions inventory" included in the 2016 South Coast Air Quality Management Plan, and the aircraft operational emissions that will be included in the next update to the State Implementation Plan of the Clean Air Act (SIP). Including the project's air pollutant emissions in the SIP greatly simplifies the General Conformity process. However, the draft updated SIP including LAX's future emissions has not yet been finalized; the Ricondo Team would develop a General Conformity approach strategy that identifies options for demonstrating conformity based on where the project is in the NEPA review process relative to the status of SIP approval.

Using the process described above and LAWA's preferred set of improvements, the Ricondo Team would prepare a draft project description including an overview of project components, potential program phasing, and description of forecast/horizon years. This would provide the common basis for both the CEQA and NEPA process, as illustrated in **Exhibit 2E-1**.

EXHIBIT 2E-1: PROJECT DESCRIPTION PROCESS



## 2E.2.3 TASK 2: CALIFORNIA ENVIRONMENTAL QUALITY ACT ANALYSIS

### 2E.2.3.1 PREPARE THE INITIAL STUDY

Using the draft project description developed in Task 1, the Ricondo Team would prepare an administrative draft Initial Study for LAWA review. The Initial Study format, analytical approach, and review submittal protocols would be based on formats developed by the Ricondo Team in coordination with LAWA and the City Attorney's Office. This format has been successfully implemented and refined over the course of numerous recent projects at LAX. A key emphasis of the Initial Study analysis would be to identify environmental impacts that can be determined to be less than significant and therefore do not require further inclusion in the Draft EIR (DEIR). This process would be based on information and analysis presented in the Initial Study and would take into consideration existing LAWA plans and policies that sufficiently address potential environmental impacts. The outcome would be a streamlined DEIR that is focused on only those environmental impacts found to be potentially significant. The Ricondo Team would work closely with LAWA planning staff to review mitigation measures that have been incorporated in recent LAWA environmental documents, notably ATMP and LAMP, to carefully assess their potential applicability to the LAX Cargo Modernization Project and to identify text revisions, where appropriate, that could make the mitigation measures more practical and effective for the proposed cargo project.

### 2E.2.3.2 PREPARE THE NOTICE OF PREPARATION

Using the format, approach, and submittal protocols that have been coordinated with LAWA over the past several projects, the administrative draft Notice of Preparation (NOP) will be prepared. The NOP project description would be purposefully developed, ensuring that it provides sufficient public notice of LAWA's intended plans while preserving flexibility so recirculation of the NOP will not be required if/as the project description is refined in the early phases of the CEQA process. In addition, the NOP would identify whether the CEQA analysis would be at a project level of detail, a program level of detail, or a combination of the two. The Ricondo Team would assist LAWA with distribution of an NOP announcement using a

comprehensive stakeholder list developed and maintained in consultation with LAWA on other recent LAX CEQA documents and updated for the LAX Cargo Modernization Project. The Team would file the NOP with the County Clerk, assist LAWA staff in filing with the Los Angeles City Clerk, and complete the documentation necessary to electronically submit the NOP/Initial Study to the Office of Planning and Research's State Clearinghouse website on LAWA's behalf.

Prior to issuance of the NOP, the Ricondo Team would support LAWA in completing the requirements of Assembly Bill (AB) 52 relative to consultation with California Native American tribes at the start of the CEQA process. Based on our team's recent experience on the ATMP, we recommend a more expansive AB 52 notification and outreach effort than strictly required to ensure that all tribal entities who may wish to consult on the project are identified early in the process. In addition, the AB 52 tribal notification process should be closely coordinated with LAWA, the City Attorney's Office, and the FAA to align with FAA's similar tribal consultation requirements pursuant to NEPA.

#### **2E.2.3.3 SCOPING OUTREACH**

As part of the EIR scoping process, the Ricondo Team would assist LAWA with briefing responsible agencies that may have approval authority, or other jurisdiction, over aspects of the project, as well as briefing other key agencies and stakeholders that are likely to have interest in the project. Once the scope of the improvements to be included in the project is determined, the Ricondo Team would coordinate with LAWA to set up individual briefings.

#### **2E.2.3.4 PREPARE THE DRAFT EIR**

The Ricondo Team would develop the Administrative DEIR addressing the impacts of the proposed project associated with environmental topics that were not screened out in the Initial Study. First, a detailed project description that builds on the NOP description will be developed. It should provide the information needed to complete the impacts analyses at the appropriate level of detail, which could be at a project level, a program level, or a combination of the two (e.g., the MSC EIR). The Ricondo Team has the LAX experience, technical expertise, and relationships with LAWA staff likely to be working on related components needed to develop a stable, detailed CEQA project description based on the plan defined by the Developer. The Ricondo Team also has substantial expertise in identifying CEQA project objectives for LAWA undertakings that both define the proposed project and guide the formulation of CEQA alternatives, which would require CEQA-specific options. We would work closely with LAWA and the City Attorney's Office throughout this stage to identify CEQA project objectives based on the goals identified by the Developer, refined and/or augmented as needed to fulfill CEQA requirements. In turn, the CEQA project objectives would provide a basis for defining and evaluating a suitable range of DEIR project alternatives.

The Ricondo Team would prepare the Administrative DEIR, including CEQA-required discussions of existing conditions, project impacts, recommended mitigation measures, residual impacts after mitigation, cumulative impacts, and alternatives. The environmental topics that are anticipated to be of most importance are summarized in **Exhibit 2E-2** on the following page. The scope of the analyses, analytical methodologies, thresholds of significance, and mitigation approaches would be consistent with those used by the Ricondo Team in recent LAWA documents of similar magnitude—particularly the ATMP and LAMP projects. These would be modified as necessary to reflect any changes to laws, agency guidance, or recent legal decisions.

The Ricondo Team's DEIR approach would mirror the strategy that was used successfully for the ATMP. The technical analyses, however, would be structured to also support the separate NEPA evaluation, thereby increasing efficiency and consistency while reducing redundancy. Specifically, the air quality and aircraft noise modeling completed for the project would utilize models and methodologies approved by the FAA and other regulatory agencies.

The Ricondo Team would prepare protocol documents at the beginning of this task describing the technical approaches, models, and assumptions to be used in the air quality and aircraft noise impacts analyses and explaining any differences between the CEQA and NEPA analyses. Ricondo anticipates that the FAA, SCAQMD, California Air Resources Board, Environmental Protection Agency, and SCAG would review the air quality analysis and/or health risk assessment protocol documents. For the ATMP and LAMP processes, obtaining agency concurrence on the protocols early in the environmental review process yielded substantial benefits by reducing the amount of public agency feedback and by assisting with responding to public comments on the adequacy of the related analyses.

#### **2E.2.3.5 PREPARE DRAFT EIR FOR PUBLIC DISTRIBUTION**

Consistent with Ricondo's approach to previous LAWA CEQA documents, the Ricondo Team would assist LAWA with DEIR distribution. This process would include several components including preparing a stylized Notice of Availability (NOA) intended for wide distribution; drafting the Notice of Completion; preparing and publishing public (newspaper) notices; transmitting necessary documents to the State Clearinghouse and County Clerk; assisting LAWA in filing the required materials with the City Clerk; providing LAWA with electronic files to upload onto the LAWA website; working with our outreach team to prepare and publish an eBlast; and distributing limited hard copies to libraries and other necessary outlets. We would also work closely with LAWA to hold one or more public workshops/meetings during the DEIR comment period.

#### **2E.2.3.6 PREPARE FINAL EIR AND RELATED DOCUMENTS**

The Ricondo Team would support LAWA in preparing the FEIR, including drafting written responses to comments received on the DEIR, preparing any necessary corrections/clarifications to the DEIR, and adding additional information in the FEIR, if warranted. The Ricondo Team would work closely with LAWA and the City Attorney's Office in finalizing responses to public comments and completing the FEIR to advance the project into the entitlement process.

Along with preparing the FEIR, the Ricondo Team would prepare the draft Mitigation Monitoring and Reporting Program using the template developed by LAWA. Throughout the DEIR preparation process, the Ricondo Team would work with LAWA to develop realistic mitigation measures that could be effectively implemented, monitored, and reported. We would also prepare the draft CEQA Findings of Fact and Statement of Overriding Considerations (if needed) for review by LAWA and the City Attorney's Office. These documents may require special studies, possibly including an economic impact analysis or focused technical studies to support any conclusions regarding the feasibility of specific alternatives or mitigation measures. The Ricondo Team has a broad array of skills, capabilities, and expertise that would be called upon to support LAWA in these efforts.













### **2E.2.4 TASK 3: NEPA**

#### **2E.2.4.1 COORDINATE WITH AGENCIES**

Initial NEPA activities would occur in conjunction with those described above for Task 1, specifically the screening of alternative project concepts and evaluating potential NEPA review process requirements and the federal approval path for various alternatives. This analysis may influence the overall strategy related to environmental review, entitlement processes, and project implementation. In addition to the FAA, other public entities likely to be involved in the NEPA review process include the State Historic Preservation Office and US Environmental Protection Agency.

The Ricondo Team would assist LAWA in coordinating with these public bodies during this task—in particular the air quality modeling protocol—and would aid in any discussions regarding General Conformity and the status of the proposed update to the California SIP. Scoping letters would be drafted and submitted to LAWA for review and approval. These letters would describe the project, the NEPA

EXHIBIT 2E-2: CHALLENGES TO ADDRESS TO SUCCESSFULLY COMPLETE ENVIRONMENTAL REVIEW

 <p><b>Air Quality/ Human Health Risk</b></p> <ul style="list-style-type: none"> <li>• Construction and operational emissions specifically related to future growth in, and changes to, cargo operations at LAX</li> <li>• Project must be able to meet general conformity requirements of the Clean Air Act</li> <li>• Consideration of sustainability features incorporated into the Preferred Project</li> </ul>	 <p><b>Aesthetics</b></p> <ul style="list-style-type: none"> <li>• Imperial cargo areas, including consideration of visual changes from offsite vantage points associated with potential increased cargo building heights</li> </ul>
 <p><b>Noise</b></p> <ul style="list-style-type: none"> <li>• Operational noise related to future growth in, and changes to, cargo operations at LAX, including aircraft noise and roadway noise associated with increased cargo truck trips, revised truck circulation patterns, and staging locations</li> </ul>	 <p><b>Land Use/ Planning</b></p> <ul style="list-style-type: none"> <li>• Compatibility with nearby land uses, particularly in the City of El Segundo</li> <li>• Relationship of the cargo modernization planning efforts to other related plans such as the LAX Plan, the LAWA Mobility Strategic Plan, and the Sustainability Action Plan</li> </ul>
 <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Cargo two-step truck staging/circulation</li> <li>• Vehicle Miles Travelled analysis, including coordination with the LADOT on methodology and thresholds</li> <li>• Consideration of sustainability features incorporated into the Preferred Project</li> </ul>	 <p><b>Energy Consumption/ Supply</b></p> <ul style="list-style-type: none"> <li>• Electrical requirements for cargo facilities, ground service equipment, and futureproofing for potential advanced technologies and related impacts on the LAX electric distribution infrastructure in the portion of the airport serving cargo operations</li> </ul>
 <p><b>Greenhouse Gas Emissions</b></p> <ul style="list-style-type: none"> <li>• Potential effects on local community traffic patterns</li> <li>• Creative and effective mitigation program targeted to affected communities</li> <li>• Robust evaluation of potential mitigation measures</li> </ul>	 <p><b>Water Consumption/ Supply</b></p> <ul style="list-style-type: none"> <li>• Dual plumbing of cargo buildings for recycled water and extension of recycled water pipelines from Hyperion Water Reclamation Facility and Central Terminal Area</li> <li>• Water Supply Assessment, including coordination with LADWP</li> </ul>
 <p><b>Hydrology/ Water Quality</b></p> <ul style="list-style-type: none"> <li>• Evaluate full-build Preferred Project and Phase 1 proposals, including possible retention/detention stormwater basin(s) for all cargo facilities, with particular attention to facilities east of Sepulveda Boulevard</li> </ul>	 <p><b>Tribal Cultural Resources</b></p> <ul style="list-style-type: none"> <li>• Outreach to all potentially interested tribes</li> <li>• Coordinated approach integrating Assembly Bill 52, Native Americans; California Environmental Quality Act, and federal Department of Transportation Order 5301.1, <i>Department of Transportation Programs, Policies and Procedures Affecting American Indians, Alaska Natives and Tribes</i>, consultation requirements, as appropriate</li> </ul>
 <p><b>Historic Resources</b></p> <ul style="list-style-type: none"> <li>• LAX Preservation Plan, including Hangar 1 and Flight Path Museum</li> </ul>	 <p><b>Environmental Justice</b></p> <ul style="list-style-type: none"> <li>• Key Consideration would be future growth in, and changes to, cargo operations and truck trips and potential effects to low-income or minority populations</li> </ul>

process, preliminary purpose/need, and project alternatives to be examined. After review and approval, the scoping letters would be submitted to all necessary federal, state, and local governing bodies to seek input at the beginning of the NEPA process.

In consultation with LAWA and the FAA, the Ricondo Team would determine whether a NEPA scoping meeting is needed and, if needed, prepare materials a scoping notice for publication, presentation boards, a presentation, fact sheets, and sign-in sheets for the meeting. The Ricondo Team would assist LAWA in conducting the meeting, document all comments received, and prepare a scoping report containing all public meeting materials, notices, and comments. A summary of the comments received and issues to be addressed in the EA would be provided to LAWA and the FAA.

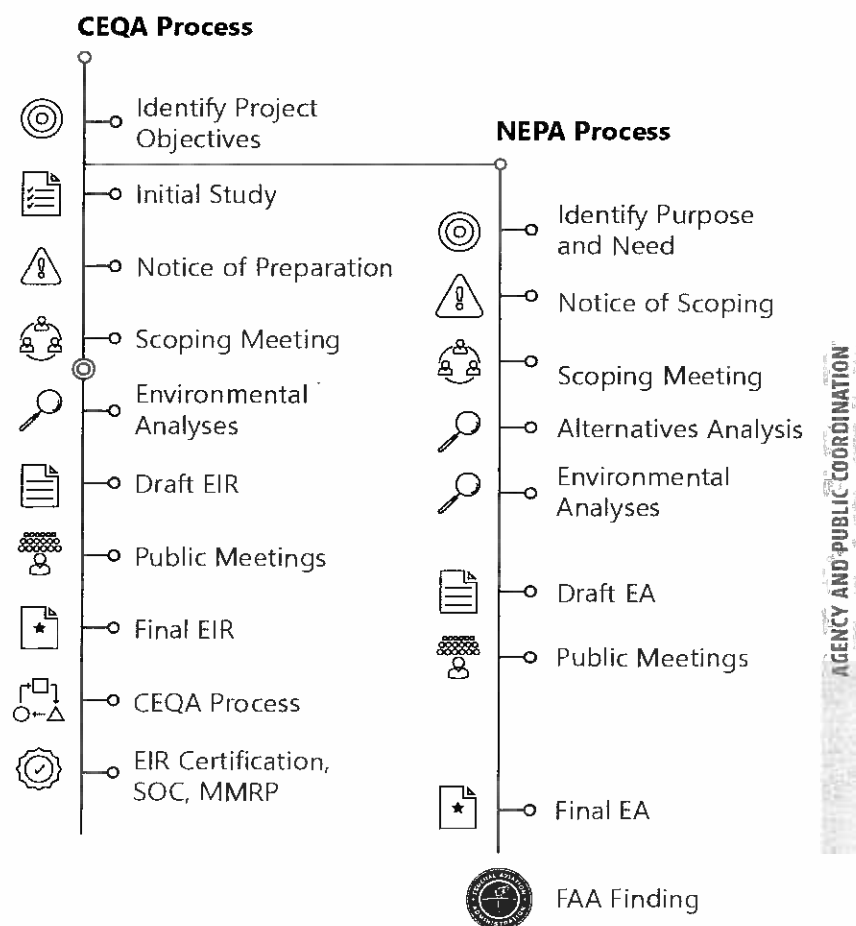
#### 2E.2.4.2 UTILIZE THE CEQA ANALYSIS AS A BASIS FOR NEPA ANALYSIS

As noted above and depicted in the **Exhibit 2E-3**, the approach to the CEQA analysis would be structured to support the NEPA analysis as much as possible. CEQA environmental issue areas that may require additional/modified analysis to satisfy federal requirements include air quality, cultural resources, and noise. In addition, FAA NEPA requirements related to socioeconomics, environmental justice, and children's environmental health and safety risks would require additional data beyond what is typically needed for the EIR. Issues identified during the CEQA process would inform the NEPA process. The Ricondo Team has successfully performed concurrent CEQA and NEPA reviews for large and complex projects using the approach depicted on Exhibit 2E-3; generally by starting with the CEQA process, and then commence work on NEPA steps when key CEQA steps illustrated to the left in Exhibit 2E-3 are completed.

#### 2E.2.4.3 PREPARE DRAFT ENVIRONMENTAL ASSESSMENT

As with the EIR, the purpose and need statement listed in Exhibit 2E-3 under the NEPA process steps is a key element of the EA. The development of this element should be coordinated with the FAA at an early stage in the process. The purpose and need statement define the range of reasonable alternatives to be considered for the EA. The Ricondo Team would develop a purpose and need working

EXHIBIT 2E-3: JOINT CEQA AND NEPA PROCESS FLOW





paper for review by LAWA and the FAA, as well as an alternative working paper. This alternative working paper would describe how the alternatives were developed for the EA and would evaluate each alternative based whether, and the degree to which, it meets the stated purpose and need for the project, as well as any other screening criteria identified for the project.

The Ricondo Team would develop an Administrative Draft EA in compliance with FAA Orders 1050.1F and 5050.4B for review by LAWA, the City Attorney's Office, and the FAA. The Draft EA would document the Affected Environment, which would be derived from the existing conditions sections of the DEIR. The Environmental Consequences section would evaluate the potential effects for both the Proposed Action and for any other alternatives that pass the alternatives screening criteria, as compared to the No Action Alternative.

While certain environmental topics are common to both the CEQA analysis and the NEPA analysis, the documents contain two key differences. First, the analysis of any reasonable alternatives for NEPA are evaluated at a co-equal level of analysis with the Proposed Action whereas CEQA only requires evaluation of a preferred project. The second difference between CEQA and NEPA analyses is that under NEPA, the baseline for measuring impacts is the No Action Alternative, reflecting future conditions for the same timeframe as the Proposed Action. Given these differences, the Draft EA analysis would draw from information completed for the DEIR but the type and level of analysis related to alternatives analysis would differ from that required according to CEQA.

#### **2E.2.4.4 PREPARE DRAFT EA FOR PUBLIC DISTRIBUTION**

The Ricondo Team would assist LAWA with the creation and distribution of the Draft EA. This process would include drafting the NOA, distributing/ mailing copies of the Draft EA and/or NOA, providing LAWA with electronic files to upload onto LAWA's website, and filing the NOA with the City Clerk for publication (public notice in the LA Times). The Ricondo Team would publish the NOA in local newspapers consistent with previous LAX NEPA documents. The Ricondo Team would also support LAWA in holding a public meeting during the Draft EA review period to present the key conclusions from the Draft EA analysis and solicit public comments.

#### **2E.2.4.5 PREPARE FINAL EA**

The Ricondo Team would support LAWA, in coordination with the FAA, to prepare written responses to public comments on the Draft EA. This step would utilize and build upon the responses and information developed previously for the CEQA specifically related to the preparation of responses to comments on the DEIR. This approach optimizes efficiency (by not duplicating the effort) and also ensures that responses contained in the CEQA and NEPA reviews are consistent. The Ricondo Team would also integrate other relevant information from the FEIR into the Final EA as much as possible. The Ricondo Team would complete the Administrative Final EA, incorporating any necessary revisions from the Draft EA, compilation of the Draft EA appendices, and the preparation of a new appendix documenting the public involvement process completed for the Draft EA. This Final EA and NOA would be distributed in a manner similar to the distribution and noticing procedures for the Draft EA.

#### **2E.2.5 TASK 4: OUTREACH**

The Ricondo Team's proposed strategic communications and outreach campaign would target key project stakeholders. Residents living in surrounding communities, including Westchester, Inglewood, El Segundo, Lennox, and South Los Angeles would be a key audience for this effort. Effective communication and outreach to stakeholders in these communities is critical because they are organized and well versed on matters related to LAX and may potentially be environmentally impacted by the project. Ricondo

recommends a proactive communications and outreach plan that would shape the project narrative and stay abreast of challenges and opportunities as soon as they may arise.

For the outreach task, the Ricondo Team would assist LAWA with public briefings, meetings, and notices, including activities related to scoping meetings, public workshops, and other stakeholder/agency events requested by LAWA. The Ricondo Team's role may include preparing PowerPoint presentations, display boards, and collateral materials, as well as providing technical and support staff for the meetings. Moreover, the Ricondo Team would be available to assist LAWA in preparing notification lists, maintaining and updating the mailing list often used in the distribution of LAX CEQA and NEPA documents, and printing, publishing, and distributing documents.

## **2E.2.6 TASK 5: PROJECT ADMINISTRATION**

The Ricondo Team team's overall management approach prioritizes frequent communication between LAWA and the Ricondo Team throughout the process. These communications will likely take the form of phone calls, e-mails, internet meetings, and in-person meetings as necessary. Section 2D.1 describes the responsibilities of key personnel within the overall management approach. The firms and individuals comprising the Ricondo Team are committed to working collaboratively with LAWA for the duration of this project. As demonstrated on past and present LAWA projects (and consistent with our overall track record with other clients as well), we are able and willing to respond quickly to LAWA's needs as they arise and will be available for on-site for meetings on short notice. Additionally, the Ricondo Team has the ability and resources to conduct establish virtual web-based meetings virtually, enabling the Team to include all necessary personnel regardless of physical location. As demonstrated on previous LAWA projects, this approach enables Ricondo to resolve important issues as quickly and effectively as possible and to review/finalize important documents and other deliverables in real time. We would effectively and efficiently manage and coordinate the Team throughout the duration of the contract and conduct internal review and quality assurance/quality control for all documentation.

## **2E.2.7 TASK 6: ADDITIONAL SERVICES**

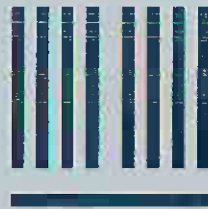
### **2E.2.7.1 ENTITLEMENT SUPPORT**

The Ricondo Team would assist LAWA in identifying and obtaining any entitlements necessary to implement the proposed cargo modernization improvements under this project. We would apply our extensive knowledge and experience regarding applicable local, state, and federal requirements related to entitlement approvals. Entitlement materials might include the LAX Plan (administered as part of the City of Los Angeles General Plan) and the LAX Specific Plan, which describes City of Los Angeles zoning regulations for LAX. Members of the Ricondo Team assisted LAWA with the preparation of these documents (and subsequent amendments) for past LAWA projects, including for the ATMP and LAMP. While the exact nature and extent of entitlement approvals required for the LAX Cargo Modernization Project would be determined after specific improvements are identified, Ricondo anticipates that an amendment to the LAX Airport Layout Plan may be required. The Ricondo Team has extensive knowledge of the existing Airport Layout Plan and is well aware of LAWA's past and present activities related to coordination with the FAA on amendments to this plan at LAX.

### **2E.2.7.2 ADDITIONAL PLANNING SERVICES**

The Ricondo Team has the staff, resources, and expertise needed to provide any additional planning services LAWA may require. These services may include existing conditions assessments, project definitions, planning studies, modeling, life cycle costing, cost estimating, scheduling, engineering, and constructability analysis for other planning projects and enabling projects, as well as coordination with LAWA communications and outreach staff.

2F



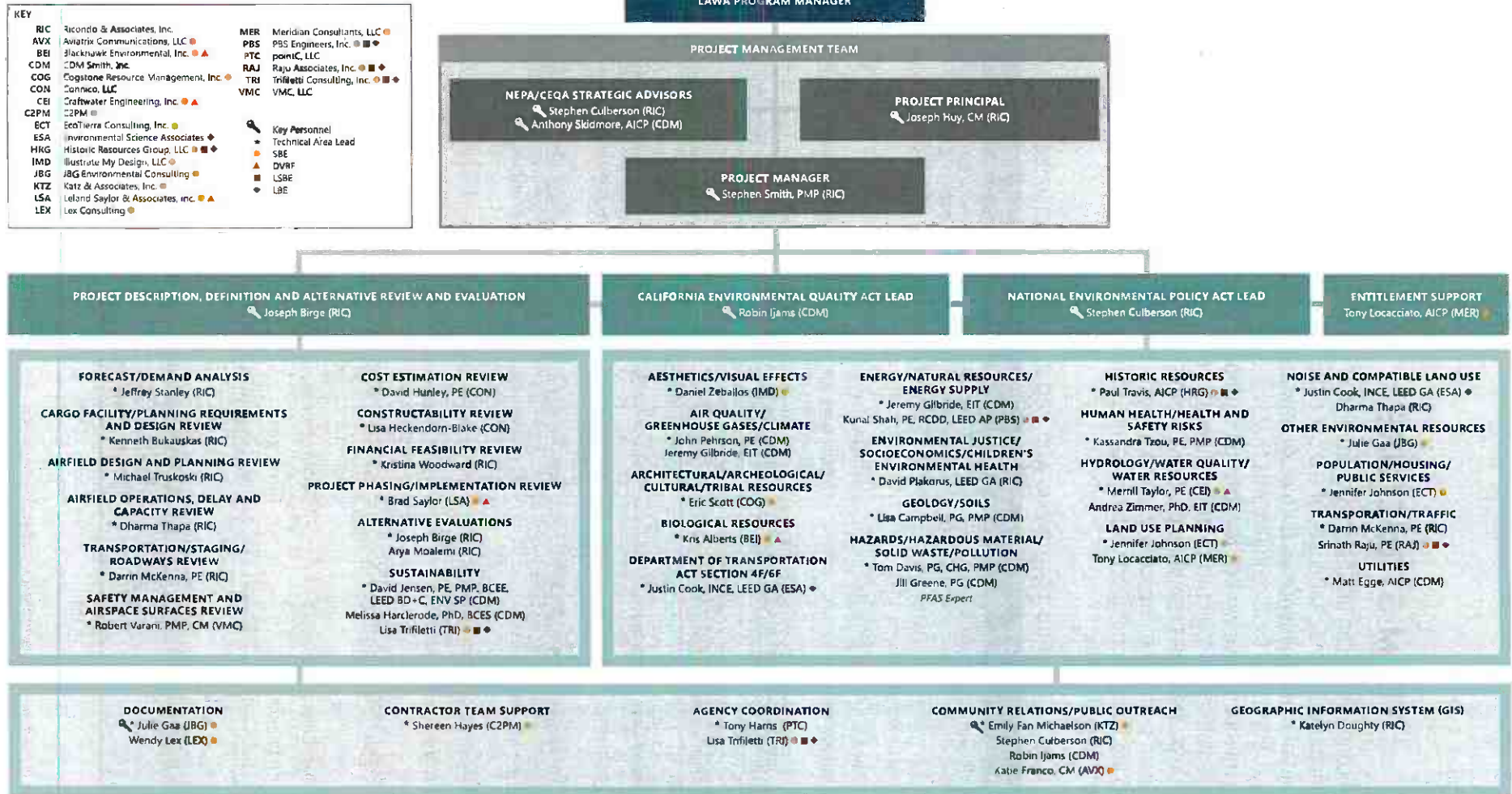
## 2F TEAM STRUCTURE

The Ricondo Team can offer expertise in the full range of technical areas which may be needed to address the complexities and challenges of the LAX Cargo Modernization Project. Our team has a well-rounded combination of experience on both programmatic and project level documents and is fully versed in the federal, state, and local requirements that would affect this project. Ricondo and many of the proposed team members have worked together on multiple high-value projects for LAWA at LAX. Each firm was selected based on their technical excellence, overall aviation experience, and direct experience working with LAWA. **Table 2F-1** identifies the firms on the Ricondo Team and their proposed project responsibilities. Our team's direct experience with LAWA projects would allow us to begin immediately working on the LAX Cargo Modernization Project with no learning curve or delays. Please see **Exhibit 2F-1** for our Proposed Project Organization.

TABLE 2F-1: RICONDO TEAM FIRMS AND PROJECT RESPONSIBILITIES

FIRM	PROPOSED PROJECT RESPONSIBILITIES	SBE/LBE/LSBE/DVBE
Ricondo & Associates, Inc.	Project management, agency and public coordination environmental analyses, airfield planning, documentation	
Aviatrix Communications, LLC	Outreach strategy development, graphic design	SBE
Blackhawk Environmental, Inc.	Biological and water resources	SBE, DVBE
CDM Smith, Inc.	CEQA lead, air quality lead, storm and wastewater lead, environmental support	
Cogstone Resource Management, Inc.	Paleontological and cultural resources	SBE
Connico, LLC	Construction schedule development; constructability	
Craftwater Engineering, Inc.	Stormwater	SBE, DVBE
C2PM	Project administration	SBE
EcoTierra Consulting, Inc.	CEQA and NEPA support	SBE
Environmental Science Associates	Environmental support, noise, environmental impact analysis	LBE
Historic Resources Group, LLC	Historic and architectural resources	SBE, LSBE, LBE
Illustrate My Design, LLC	3D renderings, visualizations, presentation support/graphics	SBE
JBG Environmental Consulting	Document editing and support, administrative record	SBE
Katz & Associates, Inc.	Public involvement lead, outreach strategy and execution	SBE
Leland Saylor & Associates, Inc.	Cost estimating and phasing	SBE, DVBE
Lex Consulting	Document production	SBE
Meridian Consultants, LLC	Entitlements, environmental support	SBE
PBS Engineers, Inc.	Energy	SBE, LSBE, LBE
pointC, LLC	Transportation agency coordination	
Raju Associates, Inc.	Off airport traffic	SBE, LSBE, LBE
Trifiletti Consulting, Inc.	Outreach strategy and regulatory agency coordination support	SBE, LSBE, LBE
VMC, LLC	Safety management systems and obstruction analysis	

## EXHIBIT 2F-1: PROPOSED PROJECT ORGANIZATION



The Ricondo Team has a dynamic combination of professional experience, technical expertise, and managerial skills for this project. We would work collaboratively with LAWA to define key issues and could leverage our collective, first-hand familiarity with the stakeholders and public agencies to achieve rapid approval of the LAX Cargo Modernization Project. As shown in our organization chart (Exhibit 2F-1), our team is structured to deliver world-class expertise through a dedicated local leadership team with support from exceptional technical resources in every area.

The Ricondo Team has been structured with an emphasis on using experienced technical leads that have worked together for several years on complex LAX environmental projects. Specifically, seven of our key personnel (Mr. Huy, Mr. Smith, Mr. Skidmore, Mr. Culberson, Ms. Ijams, Mr. Birge, and Ms. Gaa) have worked together on complex LAX environmental document projects in the past decade-plus. Mr. Culberson served as the PM for LAMP, guiding a team that included CDM, CON, ESA, HRG, JBG, MER, PTC, and RAJ to prepare CEQA and NEPA documents under an aggressive timeline. This project also included the development of entitlement documents, including amendments to the LAX Plan, LAX Specific Plan, Westchester-Playa del Rey Community Plan, zoning changes, and subdivision actions. Moreover, CDM, led by Mr. Skidmore and Ms. Ijams, served as PM for the LAX ATMP, leading a team that included Ricondo, CON, HRG, JBG, LEX, PTC, and RAJ. For this program, Ricondo was the planning and NEPA lead.

The synergy created by Ricondo and CDM in their work under both LAMP and ATMP, as well as numerous other LAX projects the Team has collaborated on, enables the Team to deliver exceptional environmental documents under aggressive timeframes. With close collaboration, having one firm focus on the CEQA documentation while the other leads the NEPA documentation will ensure that these two critical tasks can be performed in parallel while meeting LAWA deadlines and standards for quality. Ricondo and CDM have developed a superior working relationship through these previous experiences, and each firm would bring unique and complementary expertise to this complex and important contract.

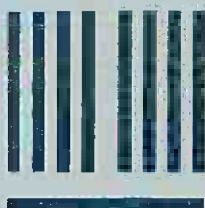
The technical area leads identified on the organization chart have the requisite skills and experience to develop methodologies and protocols for evaluating potential environmental impacts associated with the proposed LAX Cargo Modernization Project. CDM's John Pehrson has been conducting air quality and greenhouse gas emissions analyses for LAX projects for over 10 years. His contributions have included working with LAWA to develop LAX emissions budgets for the SCAQMD Air Quality Management Plan. He understands the challenges with getting air quality approvals for large complex projects at LAX, at both the local SCAQMD and federal level, having been involved in the General Conformity Determinations for both LAMP and ATMP.

Ricondo recognizes that large, complex projects require extensive public and agency outreach to inform and engage stakeholders about the project, identify support and issues of concern, and address those issues to the extent possible prior to releasing draft environmental documents for public and agency review. The Ricondo Team includes four firms (AVX, KTZ, PTC, and TRI) that would be devoted to these efforts and committed to helping LAWA and the NEPA and CEQA leads develop and execute an effective, dynamic outreach program for this project.

Furthermore, given the size and complexity of the project, the Ricondo Team includes two firms (JPG and C2PM) that would be focused on supporting the project administration, and both are SBE certified. These firms would work closely with our PM, Mr. Smith, to coordinate invoicing, progress reports, SBE/LBE/LSBE/DVBE participation reporting requirements, and budget tracking, while JBG would be responsible for maintaining documentation standards, writing guidelines and project record keeping protocols among Ricondo Team members.



26



## 2G INCLUSIVITY

### 2G.1 APPROACH AND COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Ricondo started as a small, minority-owned firm in 1989. Since then, the firm met the Disadvantaged Business Enterprise criteria set by the US Department of Transportation and was certified as a Minority Business Enterprise with multiple certifying agencies and jurisdictions around the country. With the firm's success, we no longer met criteria but retained numerous Minority Business Enterprise certifications until December 2018, when we became an employee stock ownership program S-Corporation.

Ricondo's diversity, equity, and inclusion (DEI) priorities extend beyond these programs and are reflected in every aspect of our business. This commitment is anchored by an industry-leading benefits package that values the diverse individual needs of our team members and our performance improvement program that supports advancement of our employees. These programs are critical to attracting and retaining the best and brightest talent in the industry, which we rely on to serve our clients and align with their DEI priorities. **Table 2G-1** presents an overview of our DEI initiatives; each initiative is supported by actionable tactics to ensure we continue to advance our DEI commitments.

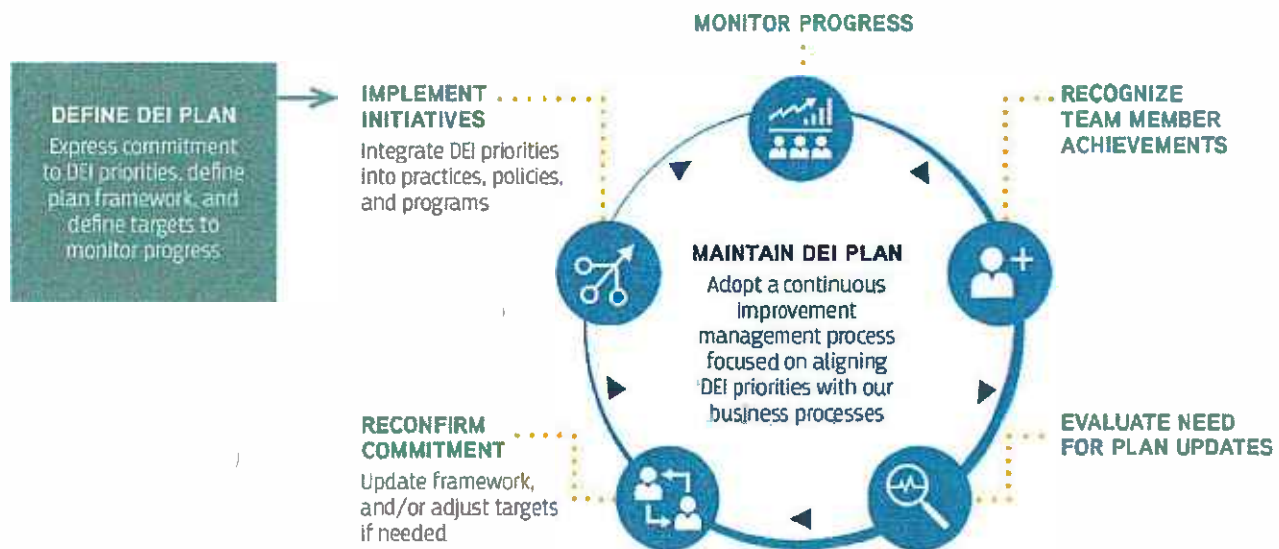
TABLE 2G-1: RICONDO'S DIVERSITY, EQUITY, AND INCLUSION INITIATIVES

INITIATIVE	CLIENT FOCUSED INITIATIVES	ALIGNMENT WITH LAWA PRIORITIES
Project Staffing	Develop and implement a policy to ensure that DEI is considered during project proposal process to align team with client and client stakeholder interests (existing practice, future initiative to develop policy).	Commitment to meet LAWA SBE, LBE, LSBE, and DVBE participation percentages
Public Outreach Teams	Compose public outreach teams working on behalf of our airport clients that are sensitive to the needs of the surrounding communities.	
DBE Mentoring	Use project opportunities to improve DBE visibility into Ricondo's service delivery processes.	Experience subcontracting with inclusive teams and implementing strategies, such as mentoring, to maximize benefits to our partners, and monitoring compliance
DBE Relationships	Develop and foster relationships with DBE firms and introduce their services to clients under applicable contracts.	
DBE Engagement in Project Delivery	Improve DBE engagement in the delivery of projects.	
DBE Partner Support	Implement practices to support DBE partners in the delivery of services.	
Underrepresented Industry Group Participation	Support staff participation in industry organizations promoting underrepresented groups in aviation.	
Local Community Engagement	Pursue corporate initiatives that support local communities in which we work, such as Ricondo's partnership with Urban Alliance Chicago to host a high school student intern.	Ricondo's model for skills development

While Ricondo's policies, programs, and best practices have consistently aligned with our principles of DEI since our inception in 1989, we have developed our DEI plan to formally express our past and ongoing commitment to DEI across our business practices. Ricondo's DEI implementation roadmap is based on a continuous improvement management approach, as illustrated in **Exhibit 2G-1**.



## EXHIBIT 2G-1: RICONDO'S DIVERSITY, EQUITY, AND INCLUSION ROADMAP



SOURCE: Ricondo &amp; Associates, Inc., October 2022

## 2G.2 INCLUSIVITY PLAN FOR THIS PROJECT

In assembling our Team, Ricondo identified SBEs, LBEs, LSBEs, and DVBES that would enhance the Team's collective qualifications and expertise, both by providing specialized professional services and by serving as invaluable resources of relevant information on local conditions/issues. In over 30 years working exclusively in the aviation industry, Ricondo has nurtured a broad network of relationships with SBEs, LBEs, LSBEs, and DVBES. Using our network and available local and regional inclusivity databases (e.g., LAWA's DBE database), we handpicked firms for this project that provide specific skills to support the scope of work, focusing first on SBEs, LBEs, LSBEs, or DVBES. We then reached out to firms to determine their interest and availability, and, finally, we crafted a mix of participating firms that meet inclusion goals, while forming a strong, balanced team.

Key Ricondo personnel, including the PM, would proactively monitor the tasks assigned to SBEs, LBEs, LSBEs, and DVBES, and would reach out at appropriate intervals to identify any potential needs that might aid in their successful completion of a task. Ricondo also monitors and reports diversity participation to LAWA through B2G with our monthly invoicing.

## 2G.3 MANAGING CHALLENGES OF MEETING INCLUSIVITY

The main barriers to finding and utilizing SBE partners include the following:

- **Specialized Field** – Because of the highly specialized nature of aviation skills and requirements, it can be difficult to find subcontractors knowledgeable in the technical aspects of aviation and environmental planning and processes.
- **Availability** – Well-qualified subcontractors are often committed many months in advance or may have already committed to another bidder, limiting their availability for partnering.

Based on our experience with meeting contractual commitments for inclusive participation on projects, Ricondo employs best practices and processes to track, monitor, and redirect efforts for meeting all SBE, LBE, LSBE, and DVBE commitments. Specifically, the Ricondo Team's PM would be responsible for the following:

- **Monitoring Participation** – Track past and projected participation relative to applicable goals by tracking actual SBE, LBE, LBSE, and DVBE firm hours and billing amounts on a monthly basis, using submitted spreadsheets and by monitoring future assignments and budgets.
- **Adapting Participation Plan** –The PM will assess monthly billing reports of the SBE, LBE, LSBE, and DVBE firms to review projections against future needs. If necessary, they would identify additional SBES, LBES, LBSEs, and/or DVBE firms to be added to the Team pursuant to LAWA approval to meet the plan goals.
- Over the years, Ricondo has worked diligently to meet and exceed LAWA's inclusivity participation goals. In early 2019, Ricondo received two letters from LAWA's Procurement Division to report final SBE performance. **Ricondo received "A" grades at the end of two on-call services contracts (On-Call Entitlement and Environmental Planning Consultant Services [LAWA Contract DA-4845]; and Airport Planning and Professional Services [LAWA Contract DA-5007]) for having exceeded participation pledges.** CDM served as a prime contractor with LAWA on the ATMP project, which had a 14 percent DBE participation requirement and met the participation goal at 14 percent.

## 2G.4 SUPPORTING MATERIALS

Ricondo's Subcontractor Participation Plan, which identifies all subcontractors, projected allocation of effort, and certification status, where applicable, is provided in the **Administration Requirements**, of this proposal.

## 2G.5 WORKFORCE DEVELOPMENT

Ricondo has used LAWA's First Source Hiring Program to hire interns under both of our environmental and entitlement services contracts for a variety of tasks. We would continue to use the First Source Hiring Program to identify potential candidates for any positions needed for this project. Additionally, Ricondo would work with the Business, Jobs, and Social Responsibility Division of LAWA to identify programs and partners Ricondo could team with to develop an Internship Program. For over 25 years Ricondo has developed a strong internship program that recruits college students for summer employment. Many of these interns have been hired full time and gone on to have successful careers at Ricondo and within the aviation industry. Most recently, in an effort to broaden our internship program to younger students that may lack opportunities for upward mobility, Ricondo has established an internship position for high school students from socio-economic disadvantaged areas. Ricondo's approach to creating this internship program is to partner with community-based organizations that have an established understanding of local outreach. Participating within existing programs allows Ricondo to enhance the benefit of the program by reaching prospective interns through established community-based organizations with strong reputations and trust within disadvantaged communities. Ricondo is currently a job partner with a community-based non-profit organization that connects economically disadvantaged high school students to equitable, inclusive careers through paid work experiences, mentorship, and professional development. Ricondo's DEI plan, as summarized above, would be used to guide and reinforce the Internship Program.

# APPENDIX A



## Environmental Technical and Expert Consulting Services for Cargo Modernization - Company Information Sheets

General Information			
Company Name	Ricondo & Associates, Inc.		
Role on Proposer Team	<input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Airfield analysis and planning; airport business and financial services; airspace analysis and planning; concessions planning; environmental services; forecasting; general advisory services; land use and development planning; landside planning; management support services; noise analyses; operations research; regulatory assistance; strategic planning; sustainability services; terminal and facilities planning		
Services Provided	Project management; airport, cargo, and transportation planning services; CEQA/NEPA consulting services; public outreach; environmental and entitlement services		
Main Office Location	20 North Clark Street, Suite 1500 Chicago, Illinois 60602	Main Office Size	64 Employees
Closest Office to LAX	6033 West Century Boulevard, Suite 840 Los Angeles, California 90045	Closest Office Size	1 Employees
Date Company was Founded	1989		
Gross Annual Revenue	2020: \$45,690,859 2021: \$49,311,199		
Inclusivity Factors	N/A <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	7	170
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	10
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	14
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Aviatrix Communications, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Aviation marketing; public relations; crisis communications; strategic outreach; event coordination; website development; social media management		
Services Provided	Community relations; public outreach		
Main Office Location	11162 Caminito Vista Pacifica San Diego, California 92131	Main Office Size	2 Employees
Closest Office to LAX	11162 Caminito Vista Pacifica San Diego, California 92131	Closest Office Size	2 Employees
Date Company was Founded	2018		
Gross Annual Revenue	2020 - \$267,083 2021 - \$472,642		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	2	0
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo  
Modernization - Company Information Sheets**

General Information			
Company Name	Blackhawk Environmental, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Biological and aquatic resources		
Services Provided	Biological resources		
Main Office Location	1720 Midvale Drive San Diego, California 92015	Main Office Size	13 Employees
Closest Office to LAX	1720 Midvale Drive San Diego, California 92015	Closest Office Size	13 Employees
Date Company was Founded	2012		
Gross Annual Revenue	2020 - \$2,275,055 2021 - \$2,515,160		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE		

Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	13	0
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	CDM Smith, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Engineering services; environmental consulting services; other scientific and technical consulting services		
Services Provided	Engineering services; environmental consulting services; other scientific and technical consulting services		
Main Office Location	600 Wilshire Blvd, Suite 750 Los Angeles, California 90017	Main Office Size	40 Employees
Closest Office to LAX	600 Wilshire Blvd, Suite 750 Los Angeles, California 90017	Closest Office Size	40 Employees
Date Company was Founded	1947		
Gross Annual Revenue	2020 - \$1,289,786,000 2021 - \$1,361,053,000		
Inclusivity Factors	N/A <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	40	291	5,549
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	2	44
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	12	34	1270
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Cogstone Resource Management, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Cultural and paleontological resources compliance; CEQA; NEPA; Section 106 of the National Historic Preservation Act		
Services Provided	Architectural / archeological / cultural / tribal resources		
Main Office Location	1518 West Taft Avenue Orange, California 92865	Main Office Size	46 Employees
Closest Office to LAX	1518 West Taft Avenue Orange, California 92865	Closest Office Size	46 Employees
Date Company was Founded	2001		
Gross Annual Revenue	2020 - \$3,423,254 2021 - \$ 153,937		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	23	51	60
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Connico, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Cost estimating; program management; scheduling/phasing; project management; constructability planning		
Services Provided	Cost estimation review; constructability review		
Main Office Location	2594 N. Mount Juliet Road Mount Juliet, Tennessee 37122	Main Office Size	10 Employees
Closest Office to LAX	2594 N. Mount Juliet Road Mount Juliet, Tennessee 37122	Closest Office Size	10 Employees
Date Company was Founded	1990		
Gross Annual Revenue	2020 - \$3,700,000 2021 - \$4,200,000		
Inclusivity Factors	N/A <input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	0	21
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	4
Project Management Professional (PMP)	In LA County	In California	Globally
			2
	In LA County	In California	Globally
	In LA County	In California	Globally

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Craftwater Engineering, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Stormwater management planning and permit compliance; low impact development; civil design		
Services Provided	Hydrology; water quality; water resources		
Main Office Location	10711 Oakbend Drive San Diego, California 92131	Main Office Size	5 Employees
Closest Office to LAX	45 South Arroyo Parkway Pasadena, California 91105	Closest Office Size	8 Employees
Date Company was Founded	2019		
Gross Annual Revenue	2020 - \$2,302,477 2021 - \$4,908,580		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	8	13	15
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	2	4	5
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	C2PM		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Program, Project, and Construction Management Project Controls; Inspection; Engineering		
Services Provided	Project controls support; project administration		
Main Office Location	22601 Summerfield Mission Viejo, California 92692	Main Office Size	10 Employees
Closest Office to LAX	8547 Cashio Street Los Angeles, California 90035	Closest Office Size	10 Employees
Date Company was Founded	2002		
Gross Annual Revenue	2021 - \$1,064,353 2020 - \$1,822,831		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	5	10
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	2	2	5
	In LA County	In California	Globally
	In LA County	In California	Globally
	In LA County	In California	Globally

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

## Environmental Technical and Expert Consulting Services for Cargo Modernization

### - Company Information Sheets

General Information			
Company Name	EcoTierra Consulting, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	California Environmental Quality Act (CEQA); National Environmental Policy Act (NEPA)		
Services Provided	Aesthetics / visual effects; environmental justice / socioeconomics / children's environmental health; land use planning; population / housing / public services		
Main Office Location	633 West 5th Street, 26th Floor Los Angeles, California 90071	Main Office Size	4 Employees
Closest Office to LAX	633 West 5th Street, 26th Floor Los Angeles, California 90071	Closest Office Size	4 Employees
Date Company was Founded	2010		
Gross Annual Revenue	2020 - \$650,000 2021 - \$650,000		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	6	8	8
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Company Information Sheets

General Information			
Company Name	Environmental Science Associates		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	CEQA/NEPA Compliance		
Services Provided	Department of Transportation Act Section 4F/6F; noise and compatible land use		
Main Office Location	550 Kearny Street, Suite 800 San Francisco, California 94108	Main Office Size	54 Employees
Closest Office to LAX	626 Wilshire Blvd, Suite 1100 Los Angeles, California 90017	Closest Office Size	42 Employees
Date Company was Founded	1969		
Gross Annual Revenue	2020 - \$99,558,100 2021 - \$99,586,000		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	57	413	650
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	2 (Landscape)	6 (Landscape)
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	22	35
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Historic Resources Group, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Architectural Consultation; Building Conditions Assessment; Compliance with SOIS; Cultural Landscape Reports; Design and Construction Monitoring; Environmental Review; Feasibility Studies; Historic Tax Credit; Historic Resources Evaluations and Surveys; Historic Structure Reports; Mills Act Application; Nominations for Historic Designation; Preservation Architecture and Technology; Preservation Planning		
Services Provided	Historic resources		
Main Office Location	12 South Fair Oaks Ave, Suite 200 Pasadena, California 91105	Main Office Size	11 Employees
Closest Office to LAX	12 South Fair Oaks Ave, Suite 200 Pasadena, California 91105	Closest Office Size	11 Employees
Date Company was Founded	1989		
Gross Annual Revenue	2020 - \$1,351,721 2021 - \$1,366,927		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	9	11	0
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	2	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



## Environmental Technical and Expert Consulting Services for Cargo Modernization - Company Information Sheets

General Information			
Company Name	Illustrate My Design LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Architectural visualization; 3D rendering; animation; 360° views; virtual design and construction; graphic design; marketing; on-site film		
Services Provided	Aesthetics / visual effects		
Main Office Location	1775 Tysons Boulevard, 5th Floor McLean, Virginia 22102	Main Office Size	3 Employees
Closest Office to LAX	222 Pacific Coast Hwy El Segundo, California 90245	Closest Office Size	1 Employee
Date Company was Founded	2008		
Gross Annual Revenue	2020 - \$712,139 2021 - \$356,893		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	1	0	3
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

### Note

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	JBG Environmental Consulting		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) document preparation		
Services Provided	Project administration; documentation; environmental analyses; technical editing; quality control / quality assurance		
Main Office Location	4368 Niagara Avenue San Diego, California 92107	Main Office Size	1 Employee
Closest Office to LAX	4368 Niagara Avenue San Diego, California 92107	Closest Office Size	1 Employee
Date Company was Founded	1994		
Gross Annual Revenue	2020 - \$287,900 2021 - \$254,100		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	1	0
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Katz & Associates, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Strategic communications; public involvement; community relations facilitation; NEPA/CEQA public participation		
Services Provided	Community relations; public outreach		
Main Office Location	591 Camino De La Reina, Suite 407 San Diego, California 92108	Main Office Size	25 Employees
Closest Office to LAX	611 North Brand Boulevard Glendale, California 91203	Closest Office Size	2 Employees
Date Company was Founded	1986		
Gross Annual Revenue	2020 - \$5,469,862 2021 - \$6,575,506		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	2	31	33
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Company Information Sheets

General Information			
Company Name	Leland Saylor & Associates, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Cost estimating		
Services Provided	Project phasing; implementation review		
Main Office Location	1777 Oakland Boulevard, Suite 103 Walnut Creek, California 94596	Main Office Size	32 Employees
Closest Office to LAX	11601 Wilshire Boulevard, Suite 500 Los Angeles, California 90025	Closest Office Size	5 Employees
Date Company was Founded	1997		
Gross Annual Revenue	2020 - \$5,518,761 2021 - \$6,572,055		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input checked="" type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	37	37
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	2	2
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Lex Consulting		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Environmental Impact Report / Environmental Impact Statement document production/management; word processing, technical writing/editing; document control/production		
Services Provided	Documentation production tasks including template creation; word processing; virtual and hard copy publishing		
Main Office Location	18561 Florida Street 1018 Huntington Beach, California 92648	Main Office Size	1 Employee
Closest Office to LAX	18561 Florida Street 1018 Huntington Beach, California 92648	Closest Office Size	1 Employee
Date Company was Founded	2001		
Gross Annual Revenue	2020 - \$7,667 2021 - \$45,775		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	1	1
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	N/A	N/A	N/A
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	N/A	N/A	N/A
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Meridian Consultants, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Environmental compliance and entitlement including CEQA and NEPA; permitting		
Services Provided	Land use planning; entitlement support		
Main Office Location	920 Hampshire Road, Suite A5 Westlake Village, CA 91361	Main Office Size	10 Employees
Closest Office to LAX	705 Hill Street, 11th Floor Los Angeles, CA 90014	Closest Office Size	10 Employees
Date Company was Founded	2012		
Gross Annual Revenue	2020 - \$2,226,907 2021 - \$2,635,172		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	10	20	20
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	PBS Engineers, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Mechanical, electrical, plumbing and technology engineering services		
Services Provided	Energy; natural resources; energy supply		
Main Office Location	2100 East Route 66, Suite 210, Glendora, California 91740	Main Office Size	63 Employees
Closest Office to LAX	5340 West 102nd Str., Suite 104 Los Angeles, California 90045	Closest Office Size	8 Employees
Date Company was Founded	2003		
Gross Annual Revenue	2020 - \$10,327,351 2021 - \$10,952,601		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	71	78	86
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	10	10	13
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

## Environmental Technical and Expert Consulting Services for Cargo Modernization

### - Company Information Sheets

General Information			
Company Name	pointC, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Transportation project delivery, specializing in the preconstruction phases such as environmental and design		
Services Provided	Agency coordination		
Main Office Location	120 Madison Avenue Pasadena, California 91101	Main Office Size	5 Employees
Closest Office to LAX	120 Madison Avenue Pasadena, California 91101	Closest Office Size	5 Employees
Date Company was Founded	2010		
Gross Annual Revenue	2020 - \$1,250,000 2021 - \$1,250,000		
Inclusivity Factors	N/A	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE	
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	5	5
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	5	5	5
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	1
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.



**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	Raju Associates, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Transportation and traffic engineering consulting		
Services Provided	Transportation; traffic		
Main Office Location	505 East Colorado Blvd, Suite 202 Pasadena, California 91101	Main Office Size	6 Employees
Closest Office to LAX	505 East Colorado Blvd, Suite 202 Pasadena, California 91101	Closest Office Size	6 Employees
Date Company was Founded	2002		
Gross Annual Revenue	2020 - \$766,228 2021 - \$607,172		
Inclusivity Factors	<input type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	5	5	6
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	1	1	1
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

## Environmental Technical and Expert Consulting Services for Cargo Modernization - Company Information Sheets

General Information			
Company Name	Trifiletti Consulting, Inc.		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Strategic advisory services; land use planning; sustainability and agency coordination		
Services Provided	Sustainability; agency coordination		
Main Office Location	1545 Wilshire Blvd., Suite 700 Los Angeles, California 90017	Main Office Size	19 Employees
Closest Office to LAX	1545 Wilshire Blvd., Suite 700 Los Angeles, California 90017	Closest Office Size	19 Employees
Date Company was Founded	2016		
Gross Annual Revenue	2020 - \$4,400,000 2021 - \$4,800,000		
Inclusivity Factors	<input checked="" type="checkbox"/> DBE <input checked="" type="checkbox"/> SBE <input checked="" type="checkbox"/> LBE <input checked="" type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	19	19	19
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
Juris Doctorate - BAR Certified Lawyers	In LA County	In California	Globally
	3	3	3
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is not for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

**Environmental Technical and Expert Consulting Services for Cargo Modernization  
- Company Information Sheets**

General Information			
Company Name	VMC, LLC		
Role on Proposer Team	<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Subconsultant <input type="checkbox"/> Other		
Area(s) of Expertise	Aviation systems planning, communication, navigation, surveillance, and air traffic management engineering; systems engineering, planning, environmental, research, air traffic control policy; airspace and surface design and integration; NextGen implementation; safety management system		
Services Provided	Safety management and airspace safety review		
Main Office Location	1650 West End Blvd, Suite 100 St. Louis Park, Minnesota 55105	Main Office Size	2 Employees
Closest Office to LAX	1650 West End Blvd, Suite 100 St. Louis Park, Minnesota 55105	Closest Office Size	2 Employees
Date Company was Founded	2004		
Gross Annual Revenue	2020 - \$ 98,533 2021 - \$151,340		
Inclusivity Factors	<input type="checkbox"/> DBE <input type="checkbox"/> SBE <input type="checkbox"/> LBE <input type="checkbox"/> LSBE <input type="checkbox"/> DVBE		
Workforce: Size & Credentials			
Total Number of Employees (on Payroll)	In LA County	In California	Globally
	0	0	2
# of Licensed Professional Architects (on Payroll)	In LA County	In California	Globally
	0	0	0
# of Licensed Professional Engineers (on Payroll)	In LA County	In California	Globally
	0	0	0
[Other Relevant Credential #1]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #2]	In LA County	In California	Globally
	##	##	##
[Other Relevant Credential #3]	In LA County	In California	Globally
	##	##	##

**Note**

Each Proposer should provide a package of individually-completed Company Information Sheets for the firms listed in their proposal.

The purpose of this form is solely to communicate the size, location, and services & expertise that each company offers. This is **not** for scoring purposes, but rather to ensure that LAWA understands the basic composition of each company.

# APPENDIX B



**Proposer**

Ricondo & Associates, Inc.

**Education**

Bachelor of Science – Aviation Flight Operations, San Jose State University (with dual minors in Business Administration: Human Resource Management and American Studies)

Master of Public Administration – Aviation Administration, Southern Illinois University – Carbondale

**Years of Experience**

Ricondo: 19

Other Firms: 9

**Work History**

Ricondo & Associates, Inc.,  
Senior Vice President,  
2003-Present

Landrum & Brown, Director,  
1994-2003

**FAA Certificates**

Private Pilot, Airplane, Single  
Engine Land

Repairman Experimental Aircraft

**Office Location**

Carlsbad, California

**References****Ms. Cynthia Guidry**

Email:

[cynthia.guidry@longbeach.gov](mailto:cynthia.guidry@longbeach.gov)

Telephone: 562-570-2605

**Mr. Bill Carberry**

Email: [bcarberry@tfid.org](mailto:bcarberry@tfid.org)

Telephone: 203-733-5215 x1101

**Mr. Keith Wilschetz**

Email:

[Keith.wilschetz@flynashville.com](mailto:Keith.wilschetz@flynashville.com)

Telephone: 615-275-1634

**Joseph Huy, CM**

Senior Vice President

**Key Position / Role:** Project Principal



Mr. Huy joined Ricondo & Associates, Inc. (Ricondo) in 2003; he has more than 28 years of experience leading and managing project teams and integrating airport management with multiple technical disciplines on a variety of airport planning and environmental projects.

Mr. Huy currently serves as the Client Officer for all of Ricondo's assignments with Los Angeles World Airports (LAWA). In this capacity, he regularly meets with LAWA's senior management and is responsible for overall client satisfaction and team performance, ensuring the availability of resources and issue

resolution. He has worked closely with LAWA project managers to ensure the project consultant team is in sync with senior management. Mr. Huy has demonstrated his willingness and ability to make staffing changes when needed to better serve LAWA and the project. His longstanding relationships with LAWA staff, in-depth knowledge of their operations, and his extensive project management experience make him well-suited to serve as the Project Principal for the Environmental Technical and Expert Consulting Services for Cargo Modernization at Los Angeles International Airport (LAX).

Mr. Huy's keen understanding of the planning, environmental, and operational environment at LAX has benefitted LAWA's decision-makers in identifying impediments to project implementation prior to the development of, and investment in, long-term capital improvement programs. Mr. Huy has worked extensively with LAWA over the years to develop solutions to address the airport's needs. Recently, he has been heavily involved in the technical analyses for several important and complex projects at LAX including the LAX Cargo Study (including Environmental Considerations); Airfield and Terminal Modernization Project; Landside Access Modernization Program; Airport Planning Professional Services; Midfield Satellite Concourse North Project Terminal Planning and Environmental Impact Report; Professional Airside Planning On-Call Services; and the LAX Specific Plan Amendment Study.

Mr. Huy has also led several on-call professional advisory services contracts for various clients. These on-call commitments involve multidisciplinary teams of subconsultants performing in a variety of disciplines. He is adept at listening to client needs and aligning those needs with his team's requisite technical skillsets to solve the problem.

Additionally, Mr. Huy managed and conducted the technical analyses for several components of the Master Plan and environmental technical analysis for the LAX Master Plan and related Environmental Impact Statement and Environmental Impact Report. The Master Plan projects consisted of \$10 billion to \$14 billion of proposed airside, landside, access, utility, and terminal development improvements. Mr. Huy also provided extensive coordination and processing support for a concurrent California Environmental Quality Act and National Environmental Policy Act environmental process.

**Professional Affiliations**

American Association of Airport Executives (Certified Member)

Aircraft Owners and Pilots Association (AOPA)

Experimental Aircraft Association (EAA)

Currently, Mr. Huy is the Client Officer for all Ricondo's planning, environmental, and strategic advisory service efforts for both LAX and San Diego International Airports.

**Relevant Experience with Similar Projects**

**Project:** Midfield Satellite Concourse North Environmental Impact Report and Terminal Planning at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** May 2012/May 2015

**Role:** Project Principal/Officer-in-Charge

---

**Project Description:** LAWA engaged Ricondo in 2012 to prepare a program and project definition document for the construction and operation of the Midfield Satellite Concourse (MSC) North Facility. The project also included an Environmental Impact Report for the MSC and enabling projects. The MSC project required several types of analyses that are also being envisioned for this Environmental Technical and Expert Consulting Services for Cargo Modernization contract. They included airfield planning, project element phasing, operational efficiency assessments, space and facility programming, utility and infrastructure planning, and coordination with Transportation Security Administration and Customs and Border Protection regarding security processes. The project included the development of near- and long-term solutions for integrating new technologies, rehabilitating aging unit terminals, and developing new gate, apron, and landside facilities. Mr. Huy served as the Project Principal/Officer-in-Charge responsible for the overall delivery of the program. He worked collaboratively with LAWA senior management to ensure that the project was delivered on time and on budget. He served as technical lead on several airside assignments including taxilane and taxiway analyses, height obstructions assessments, and bridge/tunnel alignments.

This experience was similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Political environment: the project was greenlighted under the stipulated settlement agreement.
- Stakeholder Interaction: the project required engagement with airport stakeholders and airline representatives as well as extensive coordination with various LAWA departments.
- Schedule: the project schedule was aggressive but delivered on time and under budget.

**Project:** Cargo Study at Los Angeles International Airport

**Client:** Los Angeles World Airports (Sub to Principal Architect/Engineer Team)

**Start/End Dates:** Jan 2021/December 2021

**Role:** Project Principal/Officer-in-Charge (internal Ricondo)

---

**Project Description:** In 2021, Ricondo prepared the most recent cargo study for LAX. The primary intent of the study was to replace aging cargo facilities with a viable long-term plan that LAWA would use to solicit competitive bids for the cargo redevelopment. Specific study objectives included the following meeting 25-year forecast LAX cargo demand using advanced technology and innovative, sustainable facilities; defining innovative cargo facility solutions in a constrained on-airport environment; and developing a truck and landside circulation solution to resolve cargo area congestion and minimize neighborhood impacts.



Ricondo was the lead planning firm for the development of the cargo plan and was directly responsible for several tasks within the study, including the development of facility requirements, identification of potential environmental impacts, and the development of a long-term cargo layout plan.

This project is directly relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project because of the following requirements.

- Stakeholder Interaction: development of the plan was a collaborative and iterative process between LAWA staff and the consultant team through a series of workshops to ensure that all operational and financial considerations were incorporated into the long-term plan.
- Delivery Methods: Ricondo developed and evaluated multiple phasing and implementation options that considered campus-wide potential impacts.
- Political Environment: efforts remained internal to LAWA with some inventory coordination with cargo tenants.
- Schedule: the schedule was delivered on time and on budget.

**Project:** Airport Professional Planning Services On-Call Services at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** July 2015/August 2018

**Role:** Project Principal/Officer-in-Charge

**Project Description:** In 2015 LAWA retained Ricondo to provide planning support for continuing efforts with development of the Midfield Satellite Concourse Program and multiple other on-call projects. A significant portion of the assignments were related to supporting LAWA's continued planning and operational analysis efforts for terminal, airfield, landside, and environmental planning. Working directly with senior LAWA staff as an owner representative, Ricondo helped define key planning, operational, programming, and implementation strategies which were used to inform development of the Central Terminal Area and surrounding infrastructure. These strategies and initiatives supported the evaluation and benchmarking of design and development proposals from airlines and other airport stakeholders, as well as other project coordinators including current efforts associated with a landside automated people mover, airline relocations and terminal area upgrades and expansions. Mr. Huy served as the Project Principal/Officer-in-Charge and was responsible for airport planning; ensuring availability of resources; providing insight into other ongoing LAWA development efforts and regulatory issue; team coordination; overall delivery of the assignments; and maintaining client satisfaction.

This project is directly relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project because of the following similarities:

- Stakeholder Interaction: the project required engagement with airport stakeholders and airline representatives as well as extensive coordination with various LAWA departments.
- Political Environment: efforts for this project remained internal to LAWA.
- Schedule: the project schedule was delivered on time and on budget.



**Project:** On-Call Technical Airport Planning Services for San Diego County Regional Airport Authority

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** Feb 2007/ongoing

**Role:** Project Principal/Officer-in-Charge

---

**Project Description:** In 2007, Ricondo was engaged by the San Diego County Regional Airport Authority (SDCRAA) to provide on call planning advisory consulting services. Under the on-call services contract, Ricondo has undertaken a number of assignments which are directly related Environmental Technical and Expert Consulting Services for Cargo Modernization services including cargo facility inventory, identification of future cargo facility requirements, relocation and phasing concept development, and planning and alignment of the taxiway and vehicle services roads.

Mr. Huy has served as Project Principal/Officer-in-Charge for the on-call contract. Supported by a multidisciplinary team of subconsultants, Ricondo continues to provide successful on-call planning services under this contract, relying on our responsiveness, flexibility, timeliness, accountability, and successful collaboration with the staff in applying our technical expertise to the services requested.

This project is directly relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project because of the following requirements:

- Northside campus planning for SDCRAA departments, FAA, FBO and cargo operators.
- Evaluation of access infrastructure to relocated and consolidated cargo facilities.
- Taxiway/Taxilane planning and concept phasing to minimize operational impacts.

**Project:** Development Program Support for Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2010/2011

**Role:** Planning Support to LAX Development Program

---

**Project Description:** Ricondo supported the LAX Development Program with several airport planning on call tasks. Efforts included an Airport Traffic Control Tower line-of-sight and supplemental Airport Traffic Control study, Terminal Instrument Procedures analysis (including maximum height determinations for several construction cranes on -site), and Taxiway T and S airport simulation modeling. These assignments involved last-minute requests that required immediate responses. Many of these efforts required close coordination with several LAWA departments and the FAA.

This project is directly relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project because of the following requirements:

- Height analysis for buildings.
- Relocation and phasing of key infrastructure components.
- Landside access planning to minimize roadway disruption and community impacts.

## Proposer

Ricondo & Associates, Inc.

## Education

Bachelor of Arts, Program of Liberal Studies, University of Notre Dame

## Years of Experience

Ricondo: 11

Other Firms: 15

## Work History

Ricondo & Associates, Inc.,  
Director, 2017-Present

ATAC, Aviation Environmental  
Program Manager, 2012-2017

Ricondo & Associates, Inc.,  
Director, 2004-2012

Landrum & Brown, Senior  
Manager, 1997-2004

Harris Miller Miller & Hanson,  
Inc., Analyst, 1996-1997

## Certifications and Licenses

Project Management  
Professional

Private Pilot Instrument Rated  
Single Engine

## Office Location

Carlsbad, California

## References

### Mr. James Owens

Email: [jowen@lawa.org](mailto:jowen@lawa.org)

Telephone: 424-646-6513

### Mr. Ryan Weller

Email: [Ryan.Weller@faa.gov](mailto:Ryan.Weller@faa.gov)

Telephone: 206-245-9985

### Mr. Greg Wollard

Email: [gregg.wollard@mwa.com](mailto:gregg.wollard@mwa.com)

Telephone: 703-572-0266

## Stephen Smith, PMP

Director

## Key Project Position/Role: Project Manager



Mr. Smith returned to Ricondo & Associates, Inc. (Ricondo) in 2017. He has 26 years of experience conducting and managing environmental impact analyses and planning projects for a wide variety of airport and air traffic assignments. His responsibilities have included planning, assessing, and documenting proposed airport and air traffic projects in compliance with the National Environmental Policy Act (NEPA) regulations and with relevant Federal Aviation Administration (FAA) airport and air traffic regulations and planning guidance.

Mr. Smith recently served as the NEPA Lead in support of Los Angeles World Airport (LAWA), as the prime contractor handling NEPA documentation, technical analyses pursuant to FAA guidance and special regulations; and the NEPA process for the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project. He is currently the Project Manager for Ricondo's work providing advanced design for the new Terminal 9 that has been environmentally certified by the LAWA Board of Airport Commissioners and approved by the FAA.

Before returning to Ricondo, Mr. Smith spent nearly six years serving as the contracted Aviation Environmental Program Manager for the FAA's nationwide Metroplex program. He oversaw all aspects of the program including program management, FAA legal counsel support, NEPA process, and technical analyses related to operational efficiency and each environmental impact category listed in FAA Order 1050.1F, *Environmental Impacts: Policies and Procedures*. The actual effort managed under contract by Mr. Smith was valued at close to \$20 million, which covered the Atlanta, Charlotte, Cleveland/Detroit, Central/South Florida, Denver, North Texas, Northern California, Las Vegas, and Southern California Metroplex air traffic systems. Major technical efforts included operations analyses, operational efficiency modeling, aircraft noise modeling, fuel-burn modeling, geographic spatial analysis, and operations forecasting.

During his tenure at Ricondo between 2004 and 2012, Mr. Smith served as Project Manager for operations capacity/efficiency and environmental impact analyses, including the Las Vegas Optimization Environmental Assessment (EA) and the Boston Logan Airport Noise Study, as well as multiple airfield design and delay/capacity analyses, such as the LAX Specific Plan Amendment Study and the LAX Interim Taxiway Safety Improvement Project.

All four major projects mentioned above involved multidisciplinary teams, and required an experienced project manager with expertise in multiple disciplines, including environmental impact assessments (FAA Order 1050.1, *Environmental Impacts*), airfield planning (FAA Advisory Circular (AC) 150/5300 *Airfield Design* guidelines, Modification of Standards to AC 150/5300 analysis, Federal Aviation Regulations (FAR) Part 77, *Safe and Efficient Use, and Preservation of the Navigable Airspace*, surface impacts, FAA Order 8260.3, *United States Standard for Terminal Instrument Procedures (TERPS)* surface impacts, runway incursion prevention design recommendations, and pilot visibility of runway end before runway crossing an active runway); FAA Order 8040.4, *Safety Risk Management Policy*, safety risk management process analysis; delay/capacity analysis (FAA AC 150/5060-5, *Airport Capacity and Delay*); air traffic operations (FAA Order 7110.65, *Air Traffic*); air traffic procedure design/implementation (FAA Order 7100.41, *Performance Based Navigation Implementation Process*); and public outreach. Applying his expertise in these areas and using his meeting facilitation abilities, Mr. Smith guided the teams in identifying purpose and need, alternative identification, operations/noise screening analysis, air traffic delay

simulation analysis, NEPA processing, public outreach, and documentation. In some cases, Mr. Smith facilitated meetings involving the airport sponsor, FAA department representatives, community representatives, and independent consultants. These meetings were used to discuss project scope, schedule, analysis protocols, technical analysis results, and decision-making. He also provided litigation support to airport clients, or the FAA and the Department of Justice related to environmental determination challenges.

### Relevant Experience with Similar Projects

**Project:** On-Call Airport Land Use Compatibility Plan Update at San Diego International Airport

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2021/ongoing

**Role:** Project Manager

---

**Project Description:** Ricondo was engaged by the San Diego County Regional Airport Authority (SDCRAA) to provide support in updating the Airport Land Use Compatibility Plans for multiple general aviation airports in rural San Diego County, as well as for San Diego International Airport. Specific tasks have included assessing height restrictions related to FAR Part 77 surfaces; evaluating safety areas based on aircraft overflight frequency; and aircraft noise compatibility based on noise contour analyses. The assessments are performed consistent with airport land use guidelines provided by the State of California Department of Transportation. The project also includes an environmental review to consider potential impacts under the California Environmental Quality Act (CEQA), which may include a displacement assessment to determine potential impacts caused by changes in land use and zoning recommendations which could change existing designations.

Efforts under this project were similar to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required:

- Experience in land use compatibility and coordination with an Airport Land Use Commission to assess consistency.
- Constant communication between client representatives, stakeholders, and consultant staff regarding project status, potential challenges, and the need for policy direction.
- Assurance of the technical accuracy and quality control of draft reports and exhibits.
- Preparation of concise presentation materials to convey technical analyses at working groups and public community meetings.
- Preparation and issuance of task authorizations to each subconsultant with a specific scope of work and not-to-exceed budgets.
- Monthly review of invoices from subconsultants to ensure all materials met invoicing requirements.
- Maintenance of records of all task orders and invoices submitted for reimbursement including tracking of remaining funds.

**Project:** On-Call Technical Airport Planning Services

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2019/ongoing

**Role:** Project Manager

---

**Project Description:** Mr. Smith serves as the Project Manager for Ricondo's On-Call contract with the San Diego County Regional Airport Authority (SCDRAA), handling a variety of airport development projects. He led and managed several airfield and terminal facilities planning efforts including the preparation of apron layouts, terminal requirements and layout concepts; the development of phasing plans for proposed

cargo concepts; proposed measures to improve operational efficiency; and the development of a master schedule to assess the time needed to plan, conduct environmental requirements, design, and construct terminal renovations.

Efforts performed under this contract were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Required to establish and maintain coordination among stakeholders to set project goals and objectives.
- Coordination among project definition, CEQA, and NEPA efforts to identify dependencies, maintain collaboration, and ensure consistency among all environmental categories.
- Swift mobilization of resources to respond to urgent client/developer changes to the project definition and adjust environmental technical analyses.
- Managed regular communications between client representatives, stakeholders and consultant staff regarding project status, potential challenges, and the need for policy direction.
- Assurance of technical accuracy and quality control of all deliverables.
- Need to deliver products and services on time and within budget.
- Preparation and issuance of task authorizations to each subconsultant with a specific scope of work and not-to-exceed budgets.
- Monthly review of invoices from subconsultants to ensure all materials met invoicing requirements.
- Maintenance of records of all task orders and invoices submitted for reimbursement including tracking of remaining funds.

**Project:** Terminal 9 Advanced Design and Layout Assessment

**Client:** HOK/ARUP Joint Venture Team on behalf of LAWA

**Start/End Dates:** 2021/ongoing (expected completion date is end of 2022)

**Role:** Project Manager

**Project Description:** As the Planning Lead contractor under the HOK/ARUP Joint Venture Team, Ricondo subcontractor to another internationally recognized firm, Ricondo was tasked with reviewing planning requirements based on current conditions (post-COVID 19) and confirming layouts needed to meet the requirements while keeping within the total square footage allotted in the CEQA Environmental Impact Report (EIR) and NEPA EA. Mr. Smith managed a team of contractors specialized in terminal planning, utilities, architecture, structure, security, and concessions to assess activity based on the approved number of gates and square footage, and assess building layout and space allocation that meets the updated requirements. Ricondo developed three terminal layout concepts that included both airside and landside elements. Ricondo also evaluated all three concepts against the certified EIR and approved the Final EA to identify whether any changes will require a further review in order to determine if either document will require amendments. Based on a review between LAWA and the Joint Venture Team, a single concept was selected that does not exceed the approved total square footage, the number of gates, and the size of aircraft each gate can accommodate.

Efforts performed under this contract were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they included the following requirements:

- Establish and maintain coordination among stakeholders to establish project goals and objectives.

- Closely coordinate among project definition, CEQA, and NEPA efforts to identify dependencies, maintain collaboration, and ensure consistency was required among all environmental categories.
- Mobilize resources rapidly to respond to urgent client/developer changes to the project definition and adjust environmental technical analyses.
- Maintain constant communication between client representatives, stakeholders, and consultant staff regarding project status, potential challenges, and the need for policy direction.
- Assure technical accuracy and quality control of all deliverables.
- Need to deliver products and services on time and within budget.
- Prepare and issue task authorizations to each subconsultant with a specific scope of work and not-to-exceed budgets.
- Maintain records of all task orders and invoices submitted for reimbursement including tracking of remaining funds.

**Project:** North Runway Aircraft Noise Cost Effectiveness and European Union Regulation 598/2014 Alternative Screening Report at Dublin International Airport

**Client:** Dublin Airport Authority

**Start/End Dates:** 2019/ongoing

**Role:** Project Manager

**Project Description:** As a subcontractor working with another internationally recognized firm, Ricondo was retained to assist the Dublin Airport Authority (DAA) in assessing the cost-effectiveness of proposed measures to reduce aircraft noise associated with opening the new North Runway at Dublin Airport. The European Parliament and Council recently passed Regulation 598/2014 that emphasizes the Balanced Approach as the foundation of noise regulation for aviation as a global industry and updates the use of operating restrictions within the framework of the Balanced Approach.

The European Parliament and the Council recognized the impact operating restrictions have (e.g., hindering competition or reducing the overall efficiency of the European aviation network through the inefficient use of existing capacity). Regulation 598/2014 does not limit the use of operating restrictions to meet a noise objective but requires that all other techniques (e.g., reduction at source, land use planning and management, and noise abatement procedures) are assessed and the resulting contribution to meeting the objective is quantified before operating restrictions are considered. If an operating restriction is considered, Annex II of Regulation 598/2014 outlines all the elements required to assess the cost-effectiveness of the restriction. Cost elements include the impact on safety, capacity, and effects on the European aviation network. In addition, costs can include direct or indirect employment and economic impacts.

Ricondo performed the first Regulation 598/2014 cost-effectiveness analysis conducted in Ireland and developed a report summarizing the results. The analysis and documentation are under review by the newly-formed Airport Noise Competent Authority, which is a separate and independent Directorate within Fingal County Council. Mr. Smith serves as the Project Manager assisting DAA in developing an analytical approach consistent with Regulation 598/2014 and evaluating the cost effectiveness of other noise measures compared to the cost of current restrictions planned when the new North Runway is opened.

Efforts performed were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- The ability to react to changes in regulations and adjust methodologies, which may occur during the project duration related to areas such as aircraft noise.

- Establish and maintain coordination among stakeholders to establish project goals and objectives.
- Experience in aircraft operations, noise and emissions, and potential means to abate or mitigate noise, which can be of concern related to nighttime cargo operations.

**Project:** Airfield and Terminal Modernization Project Environmental Assessment at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2019/2021

**Role:** Project Manager

**Project Description:** As a subcontractor working with another internationally-recognized firm, Ricondo was retained to serve as the NEPA lead for the LAX Airfield and Terminal Modernization Project. Mr. Smith served as the Project Manager and was responsible for ensuring that the NEPA process was on schedule and that other subcontractors conducted the appropriate technical analysis pursuant to FAA Order 1050.1F, *Environmental Impacts: Policies and Procedures* and FAA Order 5050.4B, *NEPA Implementing Instructions for Airport Actions*. The contract required completion of NEPA process and documentation under a very challenging timeline: less than 12 to 14 months from the time the Draft EIR was submitted to the public for review. The goal was to gain FAA environmental approvals by the end of 2021 to apply for federal funding in 2022. With close coordination with LAWA, the FAA Western-Pacific Region, and support in Tribal government and local agency coordination, the FAA issued its Record of Decision in December 2021, approximately 13 months after the Draft EIR was released.

This experience was similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because it required the following:

- Understanding of the surrounding environment and community concerns related to future development at LAX.
- Familiarity with FAA Western-Pacific requirements and preferences.
- Experience in understanding the differences and similarities between CEQA and NEPA processes, technical approaches, and documentation.
- Establishing and maintaining coordination among stakeholders to establish project goals and objectives.
- Need to closely coordinate among project definition, CEQA, and NEPA efforts to identify dependencies, maintain collaboration, and ensure consistency among all environmental categories.
- Swift mobilization of resources to respond to urgent client or developer changes to the project definition and adjust environmental technical analysis.
- Need to maintain constant communication between client representatives, stakeholders and consultant staff regarding project status, potential challenges, and the need for policy direction.
- Assurance of technical accuracy and quality control of all deliverables.
- Need to deliver products and services on time and within budget.

**Project:** Flight Procedure Evaluation at San Diego International Airport

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2018/ongoing

**Role:** Project Manager

**Project Description:** Ricondo was engaged by the SCDRAA to work with technical and citizen advisory committees to assess flight procedure concepts proposed by surrounding communities to reduce noise levels. Mr. Smith is the Project Manager. The essential elements have included flight procedure design based on Performance Based

Navigation criteria; collaboration with FAA air traffic control subject matter experts in concept designs; aircraft noise modeling with customized performance profiles; and presenting findings to committee members. Three of the procedures that were evaluated were recommended to be forwarded to FAA for further consideration. To date, the FAA has implemented one of the three concepts, and is currently evaluating the remaining two. Due to the extensive community involvement, the SCDRAA was awarded the Airport Council International-North America Environmental Achievement Award in the Outreach and Communication Award Category in 2021.

Efforts performed were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Experience in FAA air traffic procedure design and operations.
- Experience in public outreach and agency coordination related to applying techniques to inform, consult, involve and/or collaborate.
- Establish and maintain coordination among stakeholders to establish project goals and objectives.
- Experience in aircraft operations, noise and emissions and potential means to abate or mitigate noise, which can be of concern in the context of nighttime cargo operations.



**Proposer**

Ricondo & Associates, Inc.

**Education**

Bachelor of Science – Aviation  
Administration, Indiana State  
University

**Years of Experience**

Ricondo: 17

Other Firms: 18

**Work History**

Ricondo & Associates, Inc.,  
Director, 2004-Present

Gresham Smith and Partners,  
Vice President-Aviation Planning,  
2002-2004

Metropolitan Nashville Airport  
Authority, Director of Planning  
and Environmental Management,  
1997-2002

Landrum & Brown, Director,  
1990-1997

TransPlan, Senior Consultant,  
1988-1990

Indianapolis Airport Authority,  
Operations Manager, 1987-1988

New Orleans Aviation Board,  
Operation Supervisor, 1986-1988

**Office Location**

Chicago, Illinois

**References****Mr. Drew Genneken**

Email: [dgenneken@ind.com](mailto:dgenneken@ind.com)

Telephone: 317.487.5108

**Mr. Keith Wilschetz**

Email:

[keith.wilschetz@flynashville.com](mailto:keith.wilschetz@flynashville.com)

Telephone: 615-275-1643

**Mr. Paul Hoback**

Email: [Phoback@FlyPittsburgh.com](mailto:Phoback@FlyPittsburgh.com)

Telephone: 412-472-3532

**Joseph Birge**

Director

**Key Project Position/Role: Project Description Lead**

Mr. Birge joined Ricondo & Associates, Inc. (Ricondo) in 2004. He has over 35 years of aviation experience, both as an airport planning consultant and an airport executive. With this background he brings an in-depth understanding of the issues and challenges facing airport operators, as well as the practical knowledge to develop—and implement—effective solutions for clients. Mr. Birge has managed numerous planning and facility development projects for a wide range of airport facilities, spanning from large- to small-hub airports in the United States and internationally.

Mr. Birge currently serves as Ricondo's Project Manager under several active contracts, including the Master Plan Study for Indianapolis International Airport; On-Call Planning and Environmental Study Services project at Pittsburgh International Airport; the Van Nuys Vision Study; and the On-Call Planning Services for the Metropolitan Nashville Airport Authority.

He has also been the Project Manager for several major planning projects, including Ricondo's role in the LAX Cargo Study for Los Angeles International Airport (LAX); the Airfield and Terminal Modernization Project for LAX; the On-Call Technical Airport Planning Consulting Services project at San Diego International Airport; the Master Plan Update for Pittsburgh International Airport; and the Midfield Satellite Concourse Terminal and Environmental Planning Services project; and Airfield On-Call Planning Services contract for LAX.

For the ongoing Master Plan Study at Indianapolis International, Mr. Birge has focused on developing cargo hub operations forecasts, long-term expansion of cargo hub facilities, roadway access plans, and airfield improvements. Additional tasks under this contract include a focus on passenger terminal/landside development plans and support facilities.

For the On-Call Planning and Environmental Study Services at Pittsburgh International Airport, Mr. Birge's assignments have included updating forecasts to account for COVID-19 impacts, environmental/National Environmental Policy Act support services, sustainable development planning, airport layout plan update services, and aerial mapping services.

For the Van Nuys Vision Study, Mr. Birge's efforts to-date have focused on developing a project stakeholder/community outreach involvement plan; collecting and organizing airport inventory data; and developing a long-term aviation activity forecast. Additional study tasks include development of facility requirements and creating alternative development concepts for both airside and landside facilities.

For the Nashville On-Call Planning project, Mr. Birge's efforts have focused on providing support services for the Nashville International Airport Vision Terminal Redevelopment Program. This has included a line-of-sight study, terminal area aircraft simulation work, public parking planning support, environmental documentation support, and taxiway planning support.

## **Relevant Experience with Similar Projects**

**Project:** Airport Cargo Study at Los Angeles International

**Client:** HOK/ARUP Joint Venture Team on behalf of Los Angeles World Airports

**Start/End Dates:** 2021/2021

**Role:** Project Manager

---

**Project Description:** In 2021 Ricondo was selected as part of the Principal Architect/Engineer team to prepare a cargo study for LAX. The study's primary intent was to replace aging cargo facilities at the airport with a viable long-term plan. This plan, once developed, would be used by Los Angeles World Airports (LAWA), to solicit competitive bids for the cargo redevelopment at LAX. Specific study objectives included meeting a 25-year cargo demand forecast using advanced technology and innovative, sustainable facilities; defining innovative cargo facility solutions in a constrained on-airport environment; and developing a truck and landside circulation solution to resolve cargo area congestion and minimize neighborhood impacts.

Mr. Birge led the effort for development of the cargo plan and was directly responsible for several tasks within the study, including the development of facility requirements, identification of potential environmental impacts, development of a long-term cargo layout plan, and creating the associated phasing/implementation plan.

The long-term cargo layout plan contained several specific requirements, including ensuring continued cargo processing operations for all tenants for the duration of the project; consolidating like-type cargo functions (e.g., belly cargo, freighter, and integrator) to improve operations; identifying facility layout configurations for new cargo buildings and aircraft parking stands that meet future demand requirements and which can be constructed in an organized manner; ensuring new cargo facilities are able to accommodate new and emerging cargo processing technologies and innovations that would improve processing efficiency; and conducting facility requirement gap checks at logical intervals during the preliminary phasing plan to ensure sufficient processing capacities would be in place for the duration of the redevelopment process.

The project involved an ongoing collaborative and iterative process involving LAWA staff and the consultant team, accomplished using a series of workshops to ensure that the long-term plan incorporated all pertinent operational and financial considerations.

**Project:** Master Plan Study at Indianapolis International Airport

**Client:** Indianapolis Airport Authority

**Start/End Dates:** 2021/ongoing

**Role:** Project Manager

---

**Project Description:** In 2021, Ricondo was selected by the Indianapolis Airport Authority to develop a Master Plan Study (the Study) for Indianapolis International Airport. The Study, which is being led by Mr. Birge, has been divided into multiple phases and is currently in the first phase, which focusses on development of the airport's southeast quadrant, which includes the FedEx Indy hub, as well as a potential location for a third parallel runway. Subsequent phases will address passenger terminal growth, general aviation areas, support facilities, and ground transportation (including roadways, public parking, and rental car areas).

Specific tasks conducted to-date include developing a cargo hub activity forecast, establishing cargo hub facility requirements, performing an airfield demand/capacity assessment, and initial concept development for future airfield and cargo hub facilities.

**Project:** Airfield and Terminal Modernization Project at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2017/2019

**Role:** Project Manager

**Project Description:** In 2017, LAWA and the Federal Aviation Administration (FAA), identified certain safety improvements that were required on the North Airfield complex at LAX. These modifications included the relocation, removal, and/or redevelopment of existing airfield facilities and aircraft gates. These airfield improvements and related projects were collectively identified as the proposed Airfield and Terminal Modernization Project (ATMP). Ricondo's contributions, as a subcontractor for the project, were led by Mr. Birge. As Project Manager, he supported LAWA with formulating ATMP concepts that involved airfield, terminal, and landside planning. In coordination with LAWA and other key stakeholders, the overall purpose and objectives of the ATMP improvements were identified for both airside and the landside/terminals. At key milestones during the ATMP planning process, stakeholder input was obtained and used to help formulate and refine the study purpose and objectives, as well as to assist in the formulation of ATMP airfield, terminal, and landside concepts. Key stakeholders included LAWA departments, airlines, and the FAA. The consultation with these stakeholders focused on their respective levels of interest and their roles in the formulation of the concepts.

Specific airfield and terminal/landside concepts developed under the collaborative process included taxiway exits for Runway 6L-24R; the western extension of Taxiway D; Concourse 0 (including taxiway/taxilane access); Terminal 9 (including taxiway/taxilane access); roadway access to Terminal 9; and access improvements to the Central Terminal Area. To avoid potential runway incursions, Ricondo provided airfield design support services related to runway exits and the western extension of Taxiway D, incorporating guidance from FAA Advisory Circular 150/5300-13A, *Airport Design*, separation requirements, and best practices in airfield design. The team considered several different concepts for accommodating Airplane Design Group V and VI aircraft and evaluated alternative locations for runway taxiway exits to minimize the impact on runway occupancy times. Ricondo also evaluated gating and apron concepts for proposed Concourse 0 and Terminal 9, which included pushback analysis, thrust impact assessments, vehicle service road concepts, and airport traffic control tower line-of-sight analyses, as well as a review of arrangements for a multiple aircraft ramp system. Ricondo also leveraged its landside expertise to evaluate proposed roadway alignments intended to improve access to the Central Terminal Area and provide vehicle access to the proposed Terminal 9. Ricondo also assisted in identifying all impacted facilities and all enabling projects required to implement the proposed concepts. Additionally, Ricondo supported the preliminary assessment and screening of initial alternatives to identify preferred concepts for advancement in the California Environmental Quality Act environmental review and entitlement processes, as well as in the National Environmental Policy Act environmental review.

**Project:** Midfield Satellite Concourse Terminal and Environmental Planning Services Project at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2012/2015

**Role:** Project Manager

**Project Description:** LAWA retained Ricondo & Associates, Inc. in 2012 to provide environmental and planning services for the Midfield Satellite Concourse (MSC) North Project, a multi-phase development located west of the Tom Bradley International Terminal. The MSC North Project was an initial phase of the larger MSC Program which in turn is part of the overall LAX modernization program.

The MSC North Project, led by Mr. Birge, was developed to accommodate multiple utilization scenarios over the life of the facility as well as future phases of the MSC Program. In the near-term, the MSC North Project provides necessary capacity to maintain operational flexibility at LAX and mitigate impacts to passenger levels-of-service during construction and implementation of multiple rehabilitation and reconfiguration projects.

Specific program elements in the MSC North Project included a study of impacts to existing landside access infrastructure and curb capacities resulting from carrier reallocation during capital improvement projects, as well as studying impacts resulting from increased demand associated with the new gates. Ricondo evaluated options for reallocating airline terminal assignments to balance facility capacities in the Central Terminal Area and provide new infrastructure to serve the Midfield. Ricondo also conducted airfield studies to ensure that existing terminal gate facilities and airfield activity were properly balanced with terminal processing capacities and the additional activity generated by new Midfield gates.

The new concourse facility was designed to serve both domestic and international traffic and accommodate Airplane Design Groups III through VI. This required development of highly flexible facilities capable of accommodating simultaneous secure and sterile operations, a wide range of aircraft equipment, and a robust busing operation to provide adequate passenger access to multiple new and existing processing areas in the Central Terminal Area prior to the construction of automated people mover connections.

**Project:** Airfield On-Call Planning Services at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2012/2015

**Role:** Project Manager

---

**Project Description:** In 2012, LAWA retained Ricondo to provide Airside On-Call Planning Services for LAX. Mr. Birge led Ricondo's team of technical experts for the contract, which involved the provision of wide-ranging airport planning services for LAWA. Specific projects under this contract included runway and taxiway layout planning; airfield simulation modeling; financial feasibility assessments; and noise impact analyses. Ricondo's work also included environmental planning services for the new west maintenance area, repair, and overhaul area, as well as for the runway safety area improvements for Runways 6L-24R and 7L-25R.

Many of Mr. Birge's responsibilities under this contract involved performing operational assessments to ensure compatibility with other ongoing planning/construction projects at LAX, including the Tom Bradley International Terminal expansion and new Midfield Satellite Concourse, the redevelopment of the North Airfield, and plans for the North Passenger Terminals.

Ricondo's contributions included: (1) a safety assessment of operational procedures for the North Airfield (specific operational improvements were identified for various airfield development options); (2) an assessment of the financial feasibility of the LAX Master Plan Specific Plan Amendment Study (the financial requirements and funding options for the Specific Plan Amendment Study were identified); and (3) airfield simulation modeling for future taxiways and taxilanes (the modeling runs were coordinated with the FAA and identified operational impacts related to new crossfield Taxiway R and Taxilanes S and T).

Additionally, as part of the on-call planning services, Ricondo assisted LAWA in reviewing and commenting on proposed changes to FAA Advisory Circular 150/5300-13A, *Airport Design*, and conducted an operational impact assessment for the new Airbus A380.

### Proposer

Ricondo & Associates, Inc.

### Education

Bachelor of Science – Biology,  
The College of William & Mary

Master of Science – Information  
Systems Management, Loyola  
University Chicago

### Years of Experience

Ricondo: 16

Other Firms: 18

### Work History

Ricondo & Associates, Inc.,  
Vice President, 2005-Present

Earth Tech/TAMS Consultants,  
Inc., Senior Ecologist, 1987-2005

### Office Location

Chicago, Illinois

### References

#### Ms. Samantha Bricker

Email: [sbricker@lawa.org](mailto:sbricker@lawa.org)  
Telephone: (424) 646-5054

#### Ms. Audrey Park

Email: [audrey.park@flysf.com](mailto:audrey.park@flysf.com)  
Telephone: (650) 821-7844

#### Mr. Andrew Brooks

Email: [andrew.brooks@faa.gov](mailto:andrew.brooks@faa.gov)  
Telephone: (718) 553-2511

## Stephen Culberson

Vice President

**Key Project Position/Role:** NEPA/CEQA Strategic Advisor and  
NEPA Lead



Mr. Culberson joined Ricondo & Associates, Inc. (Ricondo) in 2005 and has nearly 35 years of experience conducting and managing environmental impact analyses and planning projects for a wide variety of airport projects. His responsibilities include planning, assessing, and documenting proposed airport projects in compliance with the National Environmental Policy Act (NEPA), relevant FAA guidance, and state environmental laws including the California Environmental Quality Act (CEQA). He is the project manager for an on-call environmental services contract for Los Angeles World Airports (LAWA) and was the project manager for the Environmental Assessment (EA) and Environmental Impact Report (EIR) for the Los Angeles International Airport (LAX) Landside Access Modernization Program, as well as the NEPA lead for the LAX Airfield and Terminal Modernization Project. Additionally, Mr. Culberson served as project manager for the LaGuardia Airport Access Improvement Project Environmental Impact Statement (EIS) and environmental task leader for an on-call planning contract at San Diego International Airport (SAN). Additionally, he is currently a strategic advisor on several environmental projects at San Francisco International Airport (SFO) including the Airport Development Program EIR and the Shoreline Protection Program EA and is the Project Director for the West Virginia International Yeager Airport (Charleston, WV) Airfield, Safety, and Terminal Improvement Project EIS. Mr. Culberson also managed the SAN Northside Improvements EA which included new air cargo facilities for the airport.

Mr. Culberson's CEQA experience includes managing the EIR for the LAX Midfield Satellite Concourse; an EIR and EA for the LAX Runways 6L-24R and 6R-24L Safety Area Improvements; an EIR and EA for LAX Runway 7L-25R Safety Area and Associated Improvements, an EIR for Additional Fuel Tanks at SAN; and an EIR for the South Field Airport Traffic Control Demolition at Oakland International Airport. He also provided a peer review of the LAX West Aircraft Maintenance Area EIR, produced an addendum to the Initial Study/Mitigated Negative Declaration for the Regional Intermodal Transportation Center at Hollywood Burbank Airport; utilized CEQA documents to develop NEPA documents at Hollywood Burbank, SAN, and SFO; and produced independent cost estimates for CEQA projects at Fresno Yosemite International and Fresno Chandler Executive Airports.

He has served as project manager for numerous EAs including for Blue Grass (Lexington, Kentucky), Charleston International, Dallas Love Field, El Paso International, Kahului (Maui), Lanai (Maui), Lihue (Kauai), Phoenix-Mesa Gateway, Phoenix Sky Harbor International, Pittsburgh International, and SFO. Mr. Culberson is currently the project manager for re-initiated planning studies for the proposed Southern Nevada Supplemental Airport for the Clark County Department of Aviation.

Mr. Culberson was the lead author of the EA for the Community Noise Reduction Program at Phoenix Sky Harbor International Airport. He also assisted in the alternatives analysis for the San Diego County Airport Site Selection Program, and he prepared documentation on sustainable construction practices for the National Academy of Sciences, Transportation Research Board, Airport Cooperative Research Program.

Mr. Culberson also led a team assessing alternative renewable energy and on-site power generation technologies and facilities for potential implementation by the Metropolitan Washington Airports Authority at Reagan Washington National and Dulles International Airports. Between 1989 and 2005, Mr. Culberson worked for a national consulting and engineering firm under contract with the Illinois Department of Transportation. In this role, he assisted with the planning for a new supplemental commercial airport serving the Chicago region, known as South Suburban Airport (SSA). Mr. Culberson was the deputy environmental manager responsible for an EA documenting the potential impacts of the SSA. He was also project manager for the Illinois Department of Transportation supporting the FAA's Tier 1 EIS on-site selection and land acquisition, and the environmental manager for the Illinois Department of Transportation supporting the FAA's Tier 2 EIS for the SSA inaugural airport program. He was also responsible for developing an acceptable methodology for forecasting potential aeronautical activity at the new airport; developing the forecast; preparing facility requirements and concept alternatives analysis reports for the SSA Master Plan; and documenting the needs of the airport for inclusion in the National Plan of Integrated Airport Systems.

Mr. Culberson is also experienced in analyzing US Department of Transportation Section 4(f) and Section 106 impacts on properties of the National Park Service, National Register of Historic Places, and National Historical Landmarks.

### **Relevant Experience with Similar Projects**

**Project:** Environmental and Entitlement Services for the Landside Access Modernization Program at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2014/2022

**Role:** Project Manager

---

**Project Description:** In late 2014, LAWA selected Ricondo to prepare environmental documentation for the construction and operation of the Landside Access Modernization Program (LAMP) at LAX. This contract included conducting technical analyses and preparing documentation for CEQA/NEPA compliance; conducting agency coordination and public involvement tasks; performing environmental surveys to establish baseline conditions; identifying relevant mitigation commitments and measures to offset the potential environmental effects of the proposed LAMP; and obtaining the necessary entitlements for LAMP implementation, including amendments to the City of Los Angeles General Plan, the LAX Plan, and the LAX Specific Plan, zone changes, and the reconfiguration of existing parcels.

As Project Manager, Mr. Culberson oversaw the preparation of the EIR and EA for the proposed project. He managed a team of 31 subconsultants, led several land use entitlements for implementation of the project, and managed an extensive agency and public involvement program. In addition, after the environmental documents were completed, Mr. Culberson assisted LAWA in reviewing concepts from design-build teams to determine potential environmental issues/compliance with the environmental

approvals. He also has evaluated project changes through design and construction and oversaw development of two addendums to the EIR.

This contract is relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract for the following requirements:

- Preparing CEQA and NEPA documentation for projects at LAX.
- Preparing entitlement documents for projects at LAX.
- Managing extensive agency and public coordination with stakeholders and agencies having jurisdiction at LAX.
- Reviewing developer/design build concepts and project changes and evaluating them in the context of environmental approvals.

**Project:** On-Call Environmental and Planning Services at Los Angeles International Airport, Van Nuys Airport, and Palmdale

**Client:** Los Angeles World Airports

**Start/End Dates:** 2013/ongoing

**Role:** Project Manager

---

**Project Description:** In 2013, Ricondo was retained by LAWA to perform an On-Call Environmental and Entitlement Support Services contract. This project included conducting technical analyses and preparing documentation for CEQA/NEPA compliance; conducting agency coordination and public involvement tasks as part of the CEQA and/or NEPA processes, conducting environmental surveys to establish baseline conditions; performing land use entitlement services; and identifying relevant mitigation commitments and measures to offset the potential environmental effects of proposed projects.

Tasks assigned under this contract to date have included providing technical support to prepare an emissions inventory and coordinating with the South Coast Air Quality Management District to prepare the 2016 State Implementation Plan; analysis of jet fuel demand to support a Title IX permit for LAX; preparation of an Initial Study/Mitigated Negative Declaration in compliance with CEQA and an EA in compliance with NEPA for the Runway 6R-24L Runway Safety Area Improvements project at LAX; categorical exclusions for a terminal expansion project and for a new taxiway at LAX; CEQA and NEPA documentation for an electrical receiving station at LAX to increase power reliability and to provide redundant power to the airport; CEQA and NEPA documentation for Terminal 4 improvements at LAX; categorical exclusions for taxiway improvements at Van Nuys Airport; and CEQA and NEPA documentation for corporate/general aviation facilities at Van Nuys Airport. Ricondo successfully obtained a follow-on contract in 2018 to continue providing these services to LAWA through mid-2023.

This contract is relevant to LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Experience preparing CEQA and NEPA documentation for projects at LAX.
- Understanding the complex regulatory and legal environment associated with past environmental reviews at LAX, which is critical for being able to conduct to successful environmental reviews and public coordination at LAX
- Experience and familiarity with state and federal environmental regulations and FAA guidance, which is key for developing strategies for each project that



can meet LAWA's needs and implementation timeframes while complying with all applicable regulations.

**Project:** Airfield and Terminal Modernization Project Environmental Assessment at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2019/2021

**Role:** NEPA Lead

---

**Project Description:** As a subcontractor to CDM Smith, Inc., Ricondo served as the NEPA lead for the LAX Airfield and Terminal Modernization Project. Mr. Culberson was responsible for leading coordination with FAA and other federal agencies through the NEPA process. Due to client needs, the NEPA process and documentation had to be complete between 12 to 14 months after Draft Environmental Impact Report was submitted to the public for review. In close coordination with LAWA, the FAA Western-Pacific Region and with the support in Tribal government and local agency coordination, the FAA issued its Record of Decision on December 2021, approximately 13 months after the Draft EIR was released.

The specific projects Ricondo performed under this contract were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Understanding of the surrounding environment and community concerns related to future development at LAX.
- Familiarity with FAA Western-Pacific office's requirements and preferences.
- Expertise in the similarities and differences between the CEQA and NEPA processes, technical approaches, and documentation requirements.
- Ability to establish and maintain close coordination among stakeholders to establish and achieve project goals and objectives.
- Ability to simultaneously execute the project definition, CEQA, and NEPA efforts to identify dependencies, maintain collaboration, and ensure consistency among environmental categories in the documentation.
- Swift mobilization of resources in response to urgent client or developer changes to the project definition and adjust environmental technical analysis.
- Maintaining constant communication between client representatives, stakeholders, and consultant staff regarding project status, potential challenges, and the need for additional policy direction/clarification.
- Control over of the technical accuracy and quality control of all deliverables.

**Project:** As-Needed Environmental Planning Services at San Francisco International Airport

**Client:** Airport Commission, City and County of San Francisco

**Start/End Dates:** 2016/ongoing

**Role:** Strategic Advisor; NEPA/CEQA Documentation Review

---

**Project Description:** Preparation of EAs and NEPA categorical exemptions for airfield, terminal, support facility, and landside projects; development of technical analysis, strategic support, and public and agency messaging and coordination; and coordination of NEPA and CEQA documents for schedule and consistency.

The specific projects Ricondo performed under this contract were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert

Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Preparation of CEQA and NEPA documentation for airport projects.
- Ricondo's experience ensuring compliance with state and federal environmental regulations and FAA guidance, which is key to developing strategies for each project that allow projects to proceed in accordance with the airport sponsor's needs and implementation timeframes.

**Project:** On-Call Technical Planning Services for San Diego International Airport

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2011/Ongoing

**Role:** Environmental Lead

---

**Project Description:** Environmental tasks for this project have included preparation of an EA for the Northside Improvements (which included new air cargo facilities and a consolidated rental car facility); an EA for the Runway 9 Displaced Threshold project; an EIR for additional fuel tanks; numerous Categorical Exclusions for capital improvement projects; and support with ongoing planning and coordination with the US Fish & Wildlife Service regarding a federally endangered California Least Tern colony on Airport property.

The specific projects Ricondo performed under this contract were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract because of the following requirements:

- Preparation of CEQA and NEPA documentation for airport projects.
- Ricondo's experience ensuring compliance with state and federal environmental regulations and FAA guidance, which is key to developing strategies for each project that allow projects to proceed in accordance with the airport sponsor's needs and implementation timeframes.

# JBG

## Environmental

### Proposer

Ricondo & Associates, Inc.

### Education

Bachelor of Arts, Environmental Studies, UC Santa Barbara

Bachelor of Arts, Cultural Anthropology, UC Santa Barbara

### Years of Experience

JBG Consulting: 28

Other Firms: 7

### Work History

JBG Environmental Consulting, Principal, 1994-Present

Michael Brandman Associates, Project Manager, 1987-1994

### Office Location

San Diego, California

### References

#### Mr. Michael Floyd

Email: [Michael.Floyd@jacobs.com](mailto:Michael.Floyd@jacobs.com)

Telephone: 650-375-5343

#### Ms. Mary Vigilante

Email: [Vigilante1@msn.com](mailto:Vigilante1@msn.com)

Telephone: 206-933-9752

#### Mr. James Owen

Email: [jowen@lawa.org](mailto:jowen@lawa.org)

Telephone: 424-646-6513

#### Ms. Vinita Waskow

Email: [vwaskow@lawa.org](mailto:vwaskow@lawa.org)

Telephone: 424-646-5131

## Julie Gaa

Principal

**Key Project Position/Role:** Documentation Lead



Ms. Gaa has over 35 years of professional environmental consulting experience, with an emphasis in California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) document preparation. Ms. Gaa has managed and contributed to the preparation of CEQA and NEPA environmental documents for the public and private sectors for projects that included airports, light-rail transit, and wastewater conveyance systems. Ms. Gaa's areas of expertise include preparation of CEQA/NEPA documents (ranging from focused initial studies/environmental assessments (EA) to comprehensive environmental impact reports/environmental impact statements); management of environmental consultant teams; quality control/quality assurance (QA/QC); and administrative record preparation. Over the last 22 years, Ms. Gaa's consulting work has focused on providing project management, environmental analyses, technical editing, QA/QC, and administrative record support for airport projects in the Southern California region, including the following projects at Los Angeles International Airport (LAX):

- LAX Airfield and Terminal Modernization Project Environmental Impact Report (EIR) and EA
- LAX Landside Access Modernization Program EIR and EA
- LAX United Airlines East Aircraft Maintenance and Ground Support Equipment Project EIR and Categorical Exclusion (CATEX)
- LAX Terminal 1.5 Project Mitigated Negative Declaration and CATEX
- LAX Terminals 2 and 3 Modernization Project EIR and CATEX
- LAX Secured Area Access Post Project EIR and CATEX
- LAX Receiving Station "X" EA
- LAX Specific Plan Amendment Study EIR
- LAX Sign District Project EIR
- LAX South Airfield Improvement Project EIR
- LAX Central Utility Plant Replacement Project EIR
- LAX Bradley West Project EIR
- LAX Crossfield Taxiway Project EIR
- LAX Master Plan EIR/Environmental Impact Statement (EIS)

### Relevant Experience with Similar Projects

**Project:** Airfield and Terminal Modernization Project at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2018/2021

**Role:** CEQA/NEPA Technical Analyses/Review, QA/QC

**Project Description:** Ms. Gaa was a key team member throughout all phases of development of the advanced planning, CEQA, and NEPA documentation for the Airfield

and Terminal Modernization Project at LAX. The project will implement airfield, terminal, and landside roadway improvements at LAX as part of Los Angeles World Airports (LAWA's) continuing commitment to maintaining LAX as a world-class airport. The project consists of several primary elements, including airfield improvements that will enhance operational management and safety within the North Airfield, new terminal facilities to upgrade passenger processing capabilities and enhance the passenger experience, and an improved system of roadways to better access the Central Terminal Area and new facilities while routing airport-related traffic away from the public roads that serve the community.

To ensure consistency and accuracy for all project documentation, Ms. Gaa developed document format and writing style guidelines for use by all consultant team members. She also provided environmental analyses, technical editing, QA/QC, and administrative record support for the Concept Development Report (planning documentation), EIR, and EA for the project.

These efforts were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Understanding of the surrounding environment and community concerns related to future development at LAX.
- Extensive familiarity with/involvement in the preparation of previous planning, CEQA, and NEPA documents for projects at LAX.
- Familiarity with state and local requirements for CEQA documentation, including associated administrative record requirements.
- Familiarity with FAA Western-Pacific requirements and preferences for NEPA documentation, including associated administrative record requirements.
- Experience in understanding the differences and similarities between CEQA and NEPA processes, technical approaches, and documentation.
- Involvement reviewing each iteration of project documents and closely coordinating with team members to ensure technical accuracy, quality, and consistency of all deliverables, including project-related public notices and hearing materials.
- Early identification of information in project documentation that could be potentially inconsistent with previous LAX project documentation.
- Obtaining and organizing references cited in project documents for inclusion in the project administrative record.

**Project:** Airport Development Plan at San Diego International Airport

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2017/2021

**Role:** EIR and EA Preparation Support

**Project Description:** Ms. Gaa was a key team member in the preparation of the EIR and EA for the Airport Development Plan for San Diego International Airport (SAN). The ADP provides a development framework to implement improvements that will enable the San Diego County Regional Airport Authority to accommodate future demand for air travel at SAN with more modern, efficient, and comfortable facilities. The primary components of the project are the replacement of the existing Terminal 1, a new airport administration building, a new parking structure, and a new airport access roadway. Other project components to enhance airport access include implementation of a dedicated shuttle service between the Old Town Transit Center and the airport, collaboration with the San Diego Metropolitan Transit System to upgrade Bus Route 992

transit service between downtown and the airport, and preservation of a portion of the airport as a "transit-ready" area to accommodate potential future regional transit system improvements that would link to SAN.

Ms. Gaa was one of the key authors of both the EIR and EA and also provided technical editing, QA/QC, and administrative record support. She also worked closely with consultant team members to ensure accuracy and consistency of data and analyses and to maintain schedule milestones. Efforts under this project were similar to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Understanding of the surrounding environment and community concerns related to future development of the airport.
- Experience in understanding the differences and similarities between CEQA and NEPA processes, technical approaches, and documentation.
- Constant communication between client representatives and consultant staff regarding project status and potential challenges.
- Assurance of the technical accuracy and quality control of project documents.
- Ability to maintain project deliverable milestones in the event of unforeseen changes to the project description and/or FAA NEPA documentation requirements.
- Obtaining and organizing references cited in project documents for inclusion in the project administrative record.

**Project:** Landside Access Modernization Program at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2014/2018

**Role:** Document Editor/Administrative Record

**Project Description:** As a subconsultant to Ricondo, Ms. Gaa assisted in the preparation of environmental documentation for the construction and operation of the Landside Access Modernization Program at LAX. The project consists of an automated people mover system, intermodal transportation facilities, a consolidated rental car facility, improvements to the Central Terminal Area, and a connection to the Metro light rail transit system, along with associated enabling projects. Ms. Gaa provided technical editing, QA/QC, and administrative record support for the EIR and EA for the project. Efforts performed were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Understanding of the surrounding environment and community concerns related to future development at LAX.
- Extensive familiarity with/involvement in the preparation of previous planning, CEQA, and NEPA documents for projects at LAX.
- Familiarity with state and local requirements for CEQA documentation, including associated administrative record requirements.
- Familiarity with FAA Western-Pacific requirements and preferences for NEPA documentation, including associated administrative record requirements.
- Experience in understanding the differences and similarities between CEQA and NEPA processes, technical approaches, and documentation.

- Involvement reviewing each iteration of project documents and closely coordinating with all team members to ensure technical accuracy, quality, and consistency of all deliverables, including project-related public notices and hearing materials.
- Early identification of information in project documentation that could be potentially inconsistent with previous LAX project documentation.
- Obtaining and organizing references cited in project documents for inclusion in the project administrative record.

**Project:** Secured Area Access Post Project at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2015/2018

**Role:** CEQA/NEPA Documentation and Technical Review

**Project Description:** The LAX Secured Area Access Post (SAAP) Project consists of the construction of a new SAAP to provide a fully functional, secured access point to the Airport Operations Area on the west side of LAX. The new SAAP is the only full-access SAAP on World Way West and provides much-needed access to the North and South Airfields and to ongoing construction projects on the west side of the airport. The new SAAP facility has a land footprint of approximately 1,200 feet by 150 feet, consisting primarily of paved areas with various pieces of equipment to control access (gates, traffic lights, signage, vehicle arrest systems, security fencing, etc.), vehicle inspection equipment (license plate readers, under-vehicle scanners, etc.), and facilities and shelter for inspection staff, including two canopy structures spanning the width of the first and last inspection stations, and two guard station buildings, one at each of the first and last inspection stations.

Ms. Gaa provided project management support and environmental analyses services for the preparation of the CEQA documents for the project—an initial study, draft EIR, and final EIR—and was the lead author of the CATEX prepared pursuant to NEPA and FAA requirements. She was also responsible for day-to-day coordination with team consultants, QA/QC, and technical integration. Efforts performed were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Understanding of the surrounding environment and community concerns related to future development at LAX.
- Extensive familiarity with/involvement in the preparation of previous planning, CEQA, and NEPA documents for projects at LAX.
- Familiarity with state and local requirements for CEQA documentation, including associated administrative record requirements.
- Familiarity with FAA Western-Pacific requirements and preferences for NEPA documentation.
- Early identification of information in project documentation that could be potentially inconsistent with previous LAX project documentation.
- Obtaining and organizing references cited in project documents for inclusion in the project administrative record.

**Project:** Receiving Station "X" at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2018/2019

**Role:** Document Editor/Administrative Record

---

**Project Description:** The project consisted of a new electrical Receiving Station "X" and associated electrical infrastructure improvements to address electrical power reliability issues, provide redundancy in the case of power outages, and provide additional capacity for future infrastructure projects at LAX. This receiving station will be located in the northwest corner of LAX property and will accommodate 160 megavolt amperes redundant capacity.

Ms. Gaa provided QA/QC services throughout the preparation of the draft and final EAs to ensure technical accuracy and consistency between the EA main document and appendices, as well as consistency with information and conclusions presented in previous and ongoing CEQA and NEPA documents that were being prepared for other projects at LAX.

Efforts performed were similar and directly relevant to those expected under LAWA's Environmental Technical and Expert Consulting Services for the Cargo Modernization Project contract as they required the following:

- Extensive familiarity with/involvement in the preparation of previous planning, CEQA, and NEPA documents for projects at LAX.
- Familiarity with FAA Western-Pacific requirements and preferences for NEPA documentation.
- Early identification of information in project documentation that could be potentially inconsistent with previous LAX project documentation.



**Proposer**

Ricondo & Associates, Inc.

**Education**

BA – Environmental Studies,  
UC Santa Barbara

**Years of Experience**

CDM Smith: 27

Other Firms: 9

**Work History**

CDM Smith Inc.

1995 – Present

Michael Brandman Associates

1987 – 1995

Science Applications

International Corporation

1985 – 1986

**Office Location**

Irvine, California

**References****Vinita Waskow**

Email: [vwaskow@lawa.org](mailto:vwaskow@lawa.org)

Telephone: (424) 646-5131

**James Owen**

Email: [jowen@lawa.org](mailto:jowen@lawa.org)

Telephone: (424) 646-6513

**Carmen Andrade**

Email:

[carmen.andrade@lacity.org](mailto:carmen.andrade@lacity.org)

Telephone: (213) 574-6326

**John Bellas**

Email: [jbellas@mbakerintl.com](mailto:jbellas@mbakerintl.com)

Telephone: (310) 890-9537

**Robin Ijams**

Vice President (CDM Smith)

**Key Project Position/Role:** CEQA Lead



Ms. Ijams assists clients in complying with environmental regulations and permitting, with an emphasis on the successful completion of environmental impact analysis documentation pursuant to National Environmental Policy Act (NEPA) and the California Environmental Quality Act (CEQA). Her expertise lies in the preparation and management of environmental documents for complex, controversial projects. She has managed and participated in the preparation of environmental impact reports (EIRs), environmental impact statements (EISs), and other

documents for a wide diversity of projects, ranging from small-scale environmental assessments to complex, multi-agency documents. Her primary focus is on aviation projects and other infrastructure improvements.

**Relevant Experience with Similar Projects**

**Project:** Environmental, Technical and Expert Consulting Services for the North Airfield Safety Improvement Program (aka Airfield and Terminal Modernization Project) at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2017/Present

**Role:** Project Technical Leader

**Project Description:** Ms. Ijams led the preparation of an EIR pursuant to CEQA and an Environmental Assessment (EA) pursuant to NEPA for the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project. Ms. Ijams managed a large team of technical experts, including 16 subconsultants, across a broad array of technical disciplines. Ms. Ijams oversaw publication of the Draft EIR, with key topics including air quality, greenhouse gas emissions, noise, and transportation. She assisted LAWA in obtaining a Water Supply Assessment from Los Angeles Department of Water and Power and completing tribal cultural resources consultation in compliance with Assembly Bill (AB) 52. Ms. Ijams also oversaw a comprehensive public outreach program. She led the creation of a virtual open house meeting room to provide a public workshop experience in the absence of in-person gatherings and directed a virtual public meeting following release of the Draft EIR.

**Project:** Environmental Impact Statement/Environmental Impact Report for Los Angeles International Airport Master Plan

**Client:** Los Angeles World Airports

**Start/End Dates:** 1995/2005

**Role:** Project Manager

**Project Description:** Ms. Ijams managed the preparation of a joint EIS/EIR and other studies for the LAX Master Plan on behalf of the Federal Aviation Administration (FAA) and LAWA. Ms. Ijams was responsible for day-to-day coordination, communication, and information management for a complex project team. She managed key technical studies, including comprehensive air quality modeling, human health risk assessments, and hydrology and water quality studies, as well as preparation of responses to over 19,000 comments received on the environmental documents. Over the course of the project, Ms. Ijams participated in over 20 public workshops and hearings, including several Environmental Justice workshops.

**Project:** Specific Plan Amendment Study and Environmental Impact Report at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2008/2013

**Role:** Project Manager

**Project Description:** Ms. Ijams managed the LAX Specific Plan Amendment Study (SPAS), which comprehensively evaluated alternative North Airfield, North Terminal, and ground access configurations to plan for the modernization and improvement of LAX. The SPAS consisted of three phases: concept development, alternatives selection, and environmental review. Nine alternatives were identified through the concept development process, all of which were studied in detail in the Draft EIR. Ms. Ijams managed the preparation of the LAX SPAS Report, which documented the study process and results. She also managed a multi-disciplinary team of technical experts in the completion of the SPAS EIR. Public outreach was an integral component of the SPAS process, including a series of meetings during the concept development process to gain input from community members, airport neighbors, and other stakeholders; two public scoping efforts; and a broad public outreach effort during the Draft EIR comment period.

**Project:** Capital Improvement Program Environmental Documentation at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2006/2018

**Role:** Project Manager

**Project Description:** Subsequent to the approval of the LAX Master Plan, Ms. Ijams managed a variety of project-level CEQA documents to support implementation of the LAX Master Plan and LAWA's related Capital Improvement Program (CIP). These included project-level EIRs for the South Airfield Improvement Project, Bradley West Project, and Crossfield Taxiway Project, as well as Negative Declarations and/or NEPA documents for North Terminal improvement projects, including Terminal 1, Terminal 1.5, and the Terminal 3 Connector. She managed the preparation of the CEQA and NEPA documents for the Secured Area Access Post Project, with an emphasis on ensuring that the project was consistent with the LAWA LAX Preservation Plan, and she was a team member for the LAX Landside Access Modernization Program EIR and EA. Ms. Ijams also prepared CEQA documents for several tenant improvement projects at LAX—including the United Airlines East Aircraft Maintenance and Ground Service Equipment Project EIR, Atlantic Aviation Hangar and Office Development Project Negative Declaration, and the American Airlines Commuter Facility Improvement Project documented CEQA categorical exemption—as well as a Mitigated Negative Declaration for the redevelopment of a cargo operation at Van Nuys Airport.

**Project:** Mitigation Implementation at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2008/present

**Role:** Project Manager

**Project Description:** Ms. Ijams has supported LAWA's Development Group and Environmental Programs Division in implementing and documenting compliance with Mitigation Monitoring and Reporting Programs (MMRPs) associated with the LAX CIP. She assisted LAWA in obtaining a coastal development permit waiver for the Bradley West Project; developed an innovative and cost-effective solution to fulfill mitigation obligations associated with tree removals for development of a construction staging area along Westchester Parkway; oversaw implementation of archaeological/paleontological monitoring requirements; and assisted LAWA in documenting compliance with various biological resources mitigation measures. Since 2014, Ms. Ijams has assisted LAWA in preparing MMRP Annual Progress Reports for the LAX Master Plan and other projects.

**Project:** LA Metro Green Line Study and Interagency Task Force at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2006/2007

**Role:** Project Manager

**Project Description:** Ms. Ijams led the preparation of a Green Line Study that evaluated the feasibility of extending transit along Aviation Boulevard between Imperial and Century Boulevards, and she subsequently facilitated the LAX/Metro Green Line Interagency Task Force on behalf of LAWA. The Task Force consisted of LAWA, FAA, the Los Angeles County Metropolitan Transportation Authority, other City of Los Angeles departments, local municipalities, elected officials, and community stakeholders brought together in response to a Los Angeles City Council motion which sought to renew efforts to provide a direct transit connection from the Metro Green Line to LAX. Ms. Ijams oversaw development of ten conceptual alignment alternatives and the comparative analysis of the alternatives using criteria involving constructability/capital cost, quality of service, safety and security, and environmental considerations. She also facilitated Task Force meetings and managed the preparation of the Report of Task Force Proceedings.

**Project:** Environmental Impact Report related to the Los Angeles Westside Mobility Plan

**Client:** City of Los Angeles Department of City Planning

**Start/End Dates:** 2013/2017

**Role:** Project Manager

**Project Description:** Ms. Ijams managed the preparation of an EIR to evaluate impacts associated with amendments to the Coastal Transportation Corridor Specific Plan and the West Los Angeles Transportation Improvement and Mitigation Plan Specific Plan. The EIR was prepared on behalf of the City of Los Angeles Department of City Planning, in conjunction with the City's Department of Transportation. The amendments to the specific plans included proposed modifications to existing transportation impact assessment fees and the adoption of revised lists of transportation projects, which would be partially funded by those fees and are intended to improve mobility throughout the west side of Los Angeles. These transportation projects included a wide array of multi-modal improvements—transit, bicycle, pedestrian, and vehicular—and incorporate planning concepts such as livable boulevards, streetscape improvement plans, and the Mayor's Great Streets initiative.

**Project:** MacArthur Lake Stormwater Capture Project

**Client:** LA Sanitation and Environment

**Start/End Dates:** 2020/Present

**Role:** Project Technical Leader

**Project Description:** Ms. Ijams is leading the preparation of an EIR for a stormwater capture project at MacArthur Lake in the Westlake neighborhood of Los Angeles. The project would implement a regional multi-benefit stormwater project in MacArthur Park as part of the region's efforts under Los Angeles County's Safe Clean Water Program to meet water quality total maximum daily load limits for the Ballona Creek watershed and the current National Pollutant Discharge Elimination System permit. Key issues being addressed in the EIR include hydrology and water quality, biological resources, cultural and historical resources, and construction noise and vibration. Ms. Ijams is also working with City of Los Angeles Bureau of Sanitation staff to ensure compliance with AB 52 tribal consultation requirements. An important aspect of the proposed project is community engagement. As part of this effort, Ms. Ijams participated in a 'CEQA 101' Workshop for members of the community.

# Emily Fan Michaelson

## Public Outreach Lead



Emily Fan Michaelson specializes in public participation and strategic communication for environmental and community planning projects. She works closely with government and nonprofit agencies to design and implement effective outreach and engagement programs that take into consideration the needs of both agencies and the public. Emily's expertise includes developing tailored communication strategies for complex projects involving water and energy resource management, land use, transportation and environmental justice.

Emily has 13 years of experience planning and managing public involvement activities and informational notices and materials for all phases of the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) processes, from scoping meetings and public hearings to the final environmental documents.

A summa cum laude graduate of the University of California at Santa Barbara, Emily earned a Bachelor of Arts degree in sociology. She has a certificate in public participation planning, techniques and communication from the International Association for Public Participation. Emily also serves as an International Association for Public Participation Ambassador.

## Select Project Experience

**Project:** Oakland International Airport Terminal Modernization and Development Project

**Client:** Port of Oakland

**Start/End Dates:** 2021/ongoing

**Role:** Outreach Project Manager

**Project Description:** The Port of Oakland is preparing an Environmental Impact Report for a terminal modernization and development project at Oakland International Airport. Emily developed and implemented outreach strategies to inform the public about opportunities for public comment and to solicit and obtain meaningful stakeholder input to help guide the development of the environmental analysis for the Draft Environmental Impact Report. These efforts included managing the planning and execution of four virtual public scoping meetings in May 2021.



### PROPOSER

Ricondo & Associates, Inc.

### EDUCATION

Bachelor of Arts, Sociology, Education and Applied Psychology Minor, University of California Santa Barbara, Santa Barbara, CA, 2009

### YEARS OF EXPERIENCE

Total: 13 years

With K&A: 12 years

### WORK HISTORY

K&A: March 2010 – Present

### CERTIFICATIONS & LICENSES

International Association for Public Participation (IAP2) Certificate in Public Participation

### OFFICE LOCATION

San Diego, CA

### REFERENCES

#### David Full

Email: david.full@rsandh.com

Telephone: 415-780-4602

#### Colleen Liang

Email: cliang@portoakland.com

Telephone: 510-627-1198

#### Jorge Rubio

Email: jerubio@sandiego.gov

Telephone: 858-573-1441

Helping people communicate effectively about things that matter.

San Diego | Los Angeles | San Francisco

**Project: Metropolitan Airpark Project Environmental Assessment**

**Client:** City of San Diego

**Start/End Dates:** 2019/2020

**Role:** Outreach Project Manager

**Project Description:** The City of San Diego Airports Division is preparing an Environmental Assessment (EA) to evaluate permitting a private developer to implement the Metropolitan Airpark Project (MAP) at Brown Field Municipal Airport. Emily served as Project Manager in support of the public outreach for the MAP EA, including planning and coordinating a virtual public hearing for the Draft EA release.

**Project: Airport Land Use Compatibility Planning**

**Client:** San Diego County Regional Airport Authority

**Start/End Dates:** 2021/ongoing

**Role:** Outreach Director

**Project Description:** The San Diego County Regional Airport Authority initiated updates to the Airport Land Use Compatibility Plans for San Diego International Airport and six general aviation airports in the unincorporated County of San Diego. Emily and her team are designing and implementing outreach and engagement programs to obtain input from agencies and the public as proposed revisions to the ALUCPs are evaluated.

**Project: State Route 94 Express Lanes Environmental Impact Report/Statement**

**Client:** San Diego Association of Governments

**Start/End Dates:** 2010/2015

**Role:** Public Outreach Support

**Project Description:** The State Route 94 Express Lanes Project proposed to connect the Interstate 805 South Express Lanes with Downtown San Diego to accommodate new Bus Rapid Transit service, in addition to carpools/vanpools. Emily supported efforts to increase the public's understanding of Caltrans' proposal and minimize misinformation by engaging and informing key stakeholders early and consistently throughout the process. She was responsible for extensive stakeholder research and coordinating focus groups, public meetings, and community workshops.

**Project: Old Town Campus Revitalization Project**

**Client:** United States Navy

**Start/End Dates:** 2019/ongoing

**Role:** Public Participation Manager

**Project Description:** The US Navy is preparing an Environmental Impact Statement (EIS) to evaluate the potential environmental impacts of redeveloping the 70.5-acre Old Town Campus at Naval Base Point Loma, which would include the construction and operation of new commercial, residential, and transportation facilities. Emily supports public outreach strategy and communications related to this initiative. She also leads public outreach plans for online engagement due to COVID-19 public meeting restrictions, including assessing the best virtual engagement platforms for successful public meetings. Emily planned and executed the public scoping meetings held in early 2020 and the Draft EIS virtual public meeting in the summer of 2021.



**Proposer**

Ricondo & Associates, Inc.

**Education**

MPA – Public Administration,  
Cal State Long Beach

BA – Sociology,  
Cal State Long Beach

**Years of Experience**

CDM Smith: 24  
Other Firms: 18

**Work History**

CDM Smith 1998 – Present

Latham & Watkins 1996-1998

Skidmore Environmental  
Planning  
1994-1996

Michael Brandman Associates  
1983-1994

Phillips Brandt Reddick 1980-  
1982

City of Irvine 1980

**Certifications and Licenses**

American Institute of Certified  
Planners (AICP)

**Office Location**

Irvine, California

**References****Samantha Bricker**

Email: [sbricker@lawa.org](mailto:sbricker@lawa.org)

Telephone: (424) 646-5054

**Lisa Dugas**

Email: [ldugas@lawa.org](mailto:ldugas@lawa.org)

Telephone: (424) 646-6485

**Robert Freeman**

Email: [rfreeman@lawa.org](mailto:rfreeman@lawa.org)

Telephone: (424) 646-6474

**Michael Floyd**

Email: [Michael.floyd@jacobs.com](mailto:Michael.floyd@jacobs.com)

Telephone: (650) 375-5343

**Anthony (Tony) Skidmore, AICP**

Vice President

**Key Project Position/Role:** NEPA/CEQA Strategic Advisor



Mr. Skidmore has more than 42 years of environmental planning experience with an emphasis on environmental regulatory compliance, land use planning, and development processing. He is experienced in preparing and processing National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) environmental documentation for large-scale developments and controversial, technical, and fast-track projects. Mr. Skidmore's expertise includes developing NEPA/CEQA analyses of complex technical issues. In addition to environmental planning, his technical expertise covers energy engineering, air quality, noise, and hazardous and toxic materials management. Mr. Skidmore possesses a comprehensive knowledge of computer applications within the planning and development field.

**Relevant Experience with Similar Projects**

**Project:** Airfield and Terminal Modernization Project at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2017/present

**Role:** Project Manager

**Project Description:** Mr. Skidmore managed the overall work effort associated with development of the project definition for the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project and the subsequent completion of the CEQA and NEPA documents for the project. He also supported Los Angeles World Airports (LAWA) in the many briefings with, and outreach activities to, key stakeholders, including community groups, business entities, local municipalities, Los Angeles City Council Offices, and various public agencies. He worked closely with LAWA and the City of Los Angeles Department of Transportation in pioneering the first vehicle miles travelled analysis of its kind in California that met newly established state and local requirements.

**Project:** Environmental Impact Statement/Environmental Impact Report for Los Angeles International Airport Master Plan

**Client:** Los Angeles World Airports

**Start/End Dates:** 2000/2005

**Role:** Program Manager

**Project Description:** Mr. Skidmore served as program manager for the completion of Environmental Impact Statements (EIS)/Environmental Impact Report (EIR) for the LAX Master Plan, which was one of the largest, most complex proposed airport improvement projects in the US. Working closely with the City of Los Angeles Department of Airports, LAWA, and the Federal Aviation Administration (FAA), Mr. Skidmore provided management and technical oversight in the completion and processing of the EIS/EIR, which addressed five alternatives for the Master Plan. The analysis considered build alternatives ranging from \$9 billion to \$14 billion of improvements to the airport, surrounding roadway system (including provisions for direct access with nearby major freeways), and off-airport community improvements. The final EIS/EIR included written responses for over 19,000 public comments submitted on the Draft EIS/EIR and the Supplement to the Draft EIS/EIR.

Mr. Skidmore also led the successful completion of federal and local clearances through the California Coastal Commission for improvements to airfield-related navigation aids that would occur within in sensitive coastal dunes habitats in the Coastal Zone, including a federal Coastal Zone Management Act-Coastal Consistency Determination and a local Coastal Consistency Certification.

**Project:** Specific Plan Amendment Study and Environmental Impact Report at Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2008/2013

**Role:** Program Manager

---

**Project Description:** Mr. Skidmore led a diverse team of consultants in the completion of the LAX Specific Plan Amendment Study and EIR, which evaluated alternative North Airfield, North Terminal, and ground access configurations to plan for the modernization and improvement of LAX. During the planning stages, Mr. Skidmore facilitated a detailed analysis of potential North Airfield improvement concepts using a complex decision matrix. The matrix was based on a set of operational criteria he developed in conjunction with LAWA Executive Management, LAWA staff, and aviation planning consultants involved with the project. Following the selection of alternatives by LAWA Executive Management, Mr. Skidmore directed the completion of a comprehensive EIR that met LAWA budget and schedule requirements.

**Project:** Development Program for Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2008/present

**Role:** Environmental Coordinator

---

**Project Description:** Mr. Skidmore supports LAWA staff in coordinating environmental compliance for the multi-billion-dollar LAX Development Program, which includes the construction of improvements related to the modernization of LAX. At the outset of the program, Mr. Skidmore formulated an approach for ensuring that construction contractors were complying with mitigation measures pertaining to the use of cleaner construction equipment. Since then, he has worked with LAWA and the South Coast Air Quality Management District to enhance LAWA's mitigation commitments pertaining to air quality and ensure compliance with changing regulations and improved market conditions for clean construction equipment. Mr. Skidmore supports the LAWA Terminal Development Group (TDG, former Planning and Development Group) with efforts to ensure that construction activities at LAX comply with all environmental requirements as well as LAWA's mitigation commitments. As part of these activities, Mr. Skidmore has assisted LAWA in negotiating modifications to the airport's federal Clean Air Act Title V Permit; coordinated, reviewed, and filed state-required stormwater quality runoff information to maintain compliance with the National Pollutant Discharge Elimination System General Permit for Construction Activity; and assisted with state and federal wetlands permitting compliance.

**Project:** Various Projects for Los Angeles International Airport

**Client:** Los Angeles World Airports

**Start/End Dates:** 2006/present

**Role:** Program Manager

---

**Project Description:** Following completion of the LAX Master Plan EIS/EIR, Mr. Skidmore has been involved in the preparation of numerous CEQA and NEPA documents related to the LAX Master Plan program and other capital improvement projects at LAX. He directed or participated in the preparation of EIRs for the South Airfield Improvement Project, Crossfield Taxiway Project, Bradley West Project, LAX Terminals 2 and 3 Modernization Project, and the United Airlines East Aircraft Maintenance and Ground



Support Equipment Project; Negative Declarations or Mitigated Negated Declarations for the United Airlines LAX Terminal 7 Improvement Project; Southwest Airlines LAX Terminal 1 Modernization Project; LAX Terminal 1.5 Project; and Categorical Exclusions pursuant to NEPA for the Terminal 3 Connector Project, Terminal 1.5 Project, and Terminals 2 and 3 Modernization Project. Mr. Skidmore also assisted with oversight on the preparation of an EIR for the LAX West Aircraft Maintenance Area Project (including preparing an FAA Written Reevaluation pursuant to NEPA); and the Central Utility Plant Replacement Project. He was also a member of the team that completed the LAX Landside Access Modernization Program EIR and EA.

**Project:** CEQA Support

**Client:** San Diego International Airport

**Start/End Dates:** 2008/2022

**Role:** CEQA Support

---

**Project Description:** For 15 years Mr. Skidmore has provided strategic support to the San Diego County Regional Airport Authority (SDCRAA) on various CEQA and NEPA compliance matters and related environmental issues. These efforts began with the 2004 Site Selection Program, where he worked on the Airport Site Selection Study, and he has provided ongoing strategic guidance to, and technical reviews for, SDCRAA staff on environmental documents for airport projects. Mr. Skidmore was Project Director for the successfully completed Supplemental EIR for the San Diego International Airport Northside Improvements, which was successfully tiered from the San Diego International Airport Master Plan EIR. This tiering allowed for the efficient use of previous data and analysis and supported the expeditious completion of the CEQA review process. Mr. Skidmore assisted SDCRAA in developing the technical approach to, and completing the internal technical review of, an Addendum to the Master Plan EIR which enabled construction of the Terminal 2 Parking Structure. He recently completed managing the preparation of CEQA and NEPA documents for the Airport Development Plan, which will guide future development of the airport through 2035 and includes replacement of Terminal 1 with a new facility.

# APPENDIX C



APPENDIX C



**KRIS ALBERTS**  
**PRINCIPAL BIOLOGIST**

Phone: 619-972-8714  
Email: kris@blackhawkenv.com

**Trainings & Permits:**

USFWS Permit TE-039640-5 -2001- present  
California Gnatcatcher  
Southwestern Willow Flycatcher  
Fairy Shrimp  
Quino Checkerspot Butterfly  
**Arroyo Toad Handler** -USFWS Approved 2010 - present  
**Least Bell's Vireo and California Gnatcatcher Nest Monitor** -USFWS Approved 2001 - present  
**CEQA Consultants Rotation List** -County of San Diego, 2013 - present  
**CDFW Memoranda of Understanding**  
**CDFW Scientific Collecting Permit**  
#SC-192940005 -2007-present  
**Brown-Headed Cowbird Trapping**  
**BLM Flat-tailed Horned Lizard Handler** -2011 to present  
**Desert Tortoise Council Survey Techniques Workshop** -Certified, 2007  
**Wetland Training Institute USACE Wetland Delineator Training** -Certified, 2007  
**Belk Vernal Pool Branchiopods Natural History and Identification Training** -2018  
**40-Hour HAZWOPER** -2020 - present  
**Strategic Growth Planning for Entrepreneurs** - SDSU Lavin Entrepreneurship Center, 2013

**Skills and Proficiencies**

Environmental compliance monitoring  
Nesting bird and raptor surveys  
Threatened and endangered species surveys  
Rare plant surveys  
Habitat assessments and mapping  
Biological assessment reporting  
Impacts analysis and mitigation

**Education**

BS, Natural Resources and Environmental Sciences,  
May 1996  
University of Illinois at Urbana/Champaign

**BACKGROUND**

**KRIS ALBERTS** is the Principal Biologist and Vice President of Blackhawk Environmental. He is a well-rounded biologist, environmental consultant, project manager, botanist, water resources and compliance specialist with over 25 years of experience and numerous state and federal permits. His comprehensive background includes many endangered and sensitive species surveys, flora and fauna surveys, large and small project management, excellent writing capabilities, wetland and native habitat restoration, jurisdictional delineations, SWPPP/BMP implementation, environmental compliance, regulatory agency consultations, CEQA/NEPA documentation and creative mitigation approaches. His people skills, adaptability, intuition, resourcefulness and leadership through positive reinforcement invariably lead to project success. He has been directly responsible for saving millions of dollars of mitigation on several projects and is well respected for his sensibilities toward simultaneously satisfying project goals, regulatory agency requirements and species conservation.

**PROJECT EXPERIENCE**

**Hydrostor Gem Energy Storage Center Project, sub to Golder Associates, Inc., Willow Springs, San Bernardino County, CA** – Principal Biologist / Project Manager. Blackhawk Environmental and Mr. Alberts completed a suite of biological and aquatic resources surveys for the proposed Gem Energy Storage Center Project in 2021. The Project, under the purview of the California Energy Commission (CEC), includes up to 70 acres of energy storage facilities and 11 miles of new transmission lines between both existing and proposed new substations. The survey area was very large and included a range of alternative alignments on approximately 4,460 acres of creosote, saltbush and other Western Mojave Desert habitat types. Surveys included baseline biological, desert tortoise, burrowing owl, Swainson's hawk, rare plant and an aquatic resources delineation. Mr. Alberts served as the main point of contact and also led the baseline biological and delineation tasks. Notable findings included the presence of numerous Joshua trees, one burrowing owl and a Swainson's hawk pair that nested on a Joshua tree in 2021. All survey results were synthesized in a Biological Technical Report prepared according to CEC specifications. Stand-alone reports were also prepared for the aquatic resources' delineation, burrowing

owl and desert tortoise surveys. These reports were used as part of the CEC Application for Certification process and were further intended to inform design decisions to minimize biological and aquatic resources impacts.

**Marine Corps Air Station (MCAS) Miramar Installation Restoration (IR) Site 19 Environmental Remediation Project, CAPE Environmental Management, Inc., San Diego, San Diego County, CA** – Principal Biologist. The IR Site 19 Project included the removal of a landscape-level of contaminated soils, followed by site preparation and treatment activities, followed by the import of clean fill and habitat restoration activities on lands formerly used as shooting grounds and disposal fill sites. The contaminated soils were removed over a period of many months before final site restoration was in place. All lead-contaminated soils were removed until testing deemed remnant lead levels safe before allowing the clean fill imports. The primary area of the Project was between the existing MCAS runway grounds and Harris Plant Road, where a shooting range had been in use for many decades before closure in 2008. Provided biological monitoring near vernal pools occupied by San Diego fairy shrimp and coastal sage scrub occupied by California gnatcatchers during construction activities. Issued weekly memo reports for Base and CAPE personnel.

blackhawkenv.com

1

1720 Midvale Drive, San Diego, CA 92105



**KRIS ALBERTS**  
**PRINCIPAL BIOLOGIST**

Phone: 619-972-8714  
Email: kris@blackhawkenv.com

**City of Claremont General Plan Housing Element Update, sub to EPD Solutions, Inc., Claremont, Los Angeles County, CA** - Principal Biologist. A General Plan update was proposed to facilitate the development of several vacant land parcels within the City of Claremont; Project adversaries were opposed to redevelopment. Contracted by CEQA consultant EPD Solutions, Inc. to complete literature reviews, fieldwork and reports necessary to support the biological discipline in 2017. Conducted a biological records search, literature review, special-status species habitat assessment, biological reconnaissance survey, photographic documentation and vegetation mapping services for inclusion in the biological technical letter report that was prepared by Blackhawk.

**Ramona Municipal Airport Runway Obstruction Free Area (ROFA) Improvement Project, sub to RECON, Ramona, San Diego County, CA** - Principal Biologist / Project Manager. The Project site consists of approximately 8.3 acres located south and adjacent to Runway 9/27 and is approximately centered between the west and east ends of the runway. Pursuant to the Federal Aviation Administration's (FAA) Advisory Circular 150/5300-13A, the Airport Layout Plan for Ramona Airport, and to ensure airfield and aircraft safety, any debris and obstructions are prohibited within 250 feet of Ramona Airport's runway centerline. Accordingly, to comply with FAA requirements, the Project consists of removal of vegetation, trees, and large rock outcroppings within the southern ROFA, addition of soil mass to fill in an existing large natural pit in the ground, and grading of approximately 8.3 acres within the same area. Preliminary due diligence efforts conducted by The County of San Diego revealed that the site is situated within an area requiring focused protocol-level surveys for burrowing owl (*Athene cunicularia*; BUOW) and Stephens' kangaroo rat (*Dipodomys stephensi*; SKR) to help ensure that the project conforms with the California Environmental Quality Act (CEQA), California Endangered Species Act (CESA), federal Endangered Species Act (ESA), and any/all other applicable laws and ordinances. Blackhawk and Mr. Alberts conducted CDFW protocol-level burrowing owl presence/absence surveys and documented burrowing owl sign onsite, indicative of occasional owl foraging.

**Los Angeles World Airports LAX Electric Bus Yard Facility Project, sub to Landrum & Brown, Los Angeles, Los Angeles County, CA** - Principal Biologist / Project Manager. Los Angeles International Airport (LAX) is proposing to develop a new, larger electric bus yard, maintenance and recharging facility on 5 acres of previously developed and disturbed land located toward the southwest corner of the LAX boundary. The Project site is located across from the El Segundo Blue Butterfly Preserve, which is the largest expanse of habitat that remains for this critically endangered butterfly species. Completed a special-status species habitat analysis and baseline biological survey, after which a letter report was prepared to illustrate no significant environmental impacts.

**Los Angeles Department of Public Works (LADPW) West Coast Barrier Project Unit 13, sub to EPD Solutions, Inc., Manhattan Beach and Huntington Beach, Los Angeles County, CA** - Principal Biologist / Project Manager. The Project consists of 11 new injection wells and one observation well to replace and supplement existing facilities in Manhattan Beach and Hermosa Beach along a two-mile segment of the Valley greenbelt running from Fournoy Avenue in the City of Manhattan Beach to 24<sup>th</sup> Place in the City of Hermosa Beach. Prior to constructing the new wells, the existing injection wells will be destroyed to prevent the possibility of subsidence and/or groundwater cross contamination. The Project will help prevent seawater intrusion by creating a freshwater pressure ridge in the underlying aquifers of the West Coast Basin. In 2021,

**Los Angeles Department of Public Works (LADPW) Santa Anita Dam Emergency Access Road Stabilization Project, sub to EPD Solutions, Inc., Monrovia, Los Angeles County, CA** - Principal Biologist / Project Manager. In 2021, Blackhawk Environmental and Mr. Alberts provided biological monitoring and nesting bird surveys for the Santa Anita Dam Emergency Access Road Stabilization Project. The Project was necessary to repair and stabilize a section of the primary access road that had fallen into disrepair due to a landslide. An active violet-green swallow nest was found within the Project site, but construction was allowed to progress with biological monitors present. The nest successfully fledged, even with crewmen, equipment and drilling activities occurring within 10 feet of the nest, and peak noise levels that approached 100 dBA.

**Los Angeles Department of Public Works (LADPW) Pacoima Dam Repair Project, sub to EPD Solutions, Inc., Sylmar, Los Angeles County, CA** - Principal Biologist / Project Manager. In 2019, Blackhawk Environmental conducted several tasks in support of the LADPW Pacoima Dam Downstream Access Improvement Project. The tasks included a jurisdictional delineation mapping survey and a focused special-status plant survey and report. A previously prepared plant survey report produced by PSOMAS in 2018 for the LADPW Pacoima Reservoir Sediment Removal Project covered a larger area that included this Project site but did not result in any special-status plant species detections within the Pacoima Dam Downstream Access Improvement Project site. However, Blackhawk Environmental's Seth Reimers and Mr. Alberts documented total of 42 plant species within the Project site, including one individual of one sensitive plant species: Davidson's bush-mallow (*Malacothamnus davidsonii*).

blackhawkenv.com

2

1720 Midvale Drive, San Diego, CA 92105

Conformed November 30, 2022

## Education

Bachelor of Science – Economics,  
George Mason University

## Professional Affiliations

Air Cargo Committee

Airports Council International-  
North America – Member

American Association of Airport  
Executives – Corporate Member

Transportation Security  
Administration Cargo Task Group

## Speaking Engagements

Transportation Research Board  
90th Annual Meeting, "Air Cargo  
Facility Planning, Adapting  
Facilities Planning to the New  
Operating Environment,"  
Washington, D.C., 2011

American Association of Airport  
Executives Airport Planning  
Design and Construction  
Symposium, Air Service: What are  
the Realities? "Air Cargo  
Development," Reno, Nevada,  
2006

13th ACI Pacific Regional  
Assembly and Conference, "TSA  
Security Requirements: U.S.  
Regulations Impacting an  
International Market," Honolulu,  
Hawaii, 2003

## Years of Experience

Ricondo: 7

Other Firms: 20

## Office Location

Alexandria, Virginia

# Kenneth Bukauskas

Associate Director



Mr. Bukauskas joined Ricondo & Associates, Inc. (Ricondo) in 2014 with nearly 20 years of experience in air cargo market analysis, air cargo forecasting, and market development programs, including domestic and international markets, integrated cargo airline development, and shipper/forwarder/airline relationships. Market assessments and development programs have included country-to-country commodity flows, market rates and manufacturing production, airport market diagnostic studies, and air cargo strategic facilities planning.

Mr. Bukauskas has served as Project Manager for cargo strategic planning studies for the airports serving Costa Rica, Dallas Fort Worth, El Paso, Miami, and Vancouver. In addition, he assessed the cargo market potential and facility development plan for Chhatrapati Shivaji International Airport, Mumbai, as part of the airport master plan.

His work at Dallas Fort Worth and Miami International Airports consisted of detailed market analyses, including the various forms of air cargo capacity (integrated, mixed, passenger), shipper and manufacturer concentration, and strategic planning with regard to integrated carrier development and facility utilization. Studies at Abu Dhabi, Hong Kong, and Vancouver International Airports focused on current market conditions and development of a cargo strategic plan, which incorporated future land use and strategies for attracting international freighter activity.

While working in Costa Rica and Panama, Mr. Bukauskas developed an understanding of north/south cargo flows and carrier regional network development strategies through direct communication with Latin cargo operators and route-planning managers. He also assisted the airport operator in Lima, Peru, with its cargo facility master plan, which included specialized handling systems for its perishables market.

Mr. Bukauskas also has assisted a number of airport operators with regard to their integrated carrier (e.g., FedEx and United Parcel Service) activity. Prior employment as an operational manager with United Parcel Service has proven valuable to clients in planning and implementing strategies aimed at increasing activity and operations.

He also developed a worldwide traffic flow model using US Department of Commerce trade data, government manufacturing input/output tables, and United Nations trade data to assess export production from country of origin, airport of international lift, and destination country.

## Ms. Campbell G. Campbell, PG, PMP

### Geology/Soils

Ms. Campbell has 24 years of environmental experience as a technical project manager and project geologist of environmental investigations for various private, public, and state and Federal government clients, including United States Environmental Protection Agency (US EPA), US Army Corps of Engineers, U.S. Navy, New York State, and public utility and transportation agencies in California, New York, New Jersey, and Puerto Rico. Her experience includes all phases of the Superfund process, Resource Conservation and Recovery Act (RCRA), NEPA, and Phase I/II Environmental Site Assessments. Her projects have focused on contaminant characterization and remediation in complex overburden, fractured bedrock and karst aquifer systems, large dilute plumes, and public supply well fields. She has designed, planned, implemented, and managed multi-media field investigations in various settings. She specializes in planning and managing efficiently executed field programs, interpreting technical data, developing conceptual site models, and preparing well-written, technically strong reports.

Ms. Campbell has extensive experience in field investigation management, data collection and evaluation, and drilling oversight. She is familiar with air rotary, rock coring, mud rotary (dual-wall and single-wall), sonic, auger, and direct push drilling methods, as well as conventional and multiport well installation, borehole geophysics, packer testing, and aquifer testing. She has been responsible for collecting, processing, analyzing, and interpreting geologic and analytical data, as well as managing and preparing planning documents, technical reports, and subcontract statements of work.

**Project Manager, Los Angeles World Airports - Consolidated Tenant Group Technical Support Services, Los Angeles, California.** Los Angeles World Airports (LAWA) is establishing a Consolidated Tenant Group (CTG) to develop a unified and streamlined approach to identifying and addressing environmental concerns at the Los Angeles International Airport, in partnership with the Los Angeles Regional Water Quality Board. As project manager, Ms. Campbell is responsible for managing the development of an airport-wide site conceptual model, document repository, and database; developing standardized approaches for human health risk assessment, risk management zones and cleanup goals, site assessment and delineation, remedial actions, and groundwater monitoring. The ultimate goal is to prepare a comprehensive CTG manual to be implemented by LAWA and its tenants that will address Regional Board requirements.

**Task Manager/Senior Project Geologist, Metro Eastside Transit Corridor Phase 2 Hazardous Materials and Limits of Waste Investigations, Los Angeles County, California.** The Metropolitan Transportation Authority of Los Angeles County (Metro) plans to construct a 15 mile long Light Rail Transit line extension through two Superfund sites and habitat for a federally listed endangered species. Metro is conducting hazardous materials and limits of waste investigations to determine appropriate mitigation measures for construction of the transit line, in accordance with California Environmental Quality Act / National Environmental Policy Act requirements. The investigations include soil, groundwater, and geotechnical sampling, traffic control along the shoulder of a major highway, and a soil gas/vapor intrusion

#### Education

BS – Geology,  
University of North  
Carolina at  
Wilmington, 1992

#### Registration

Professional  
Geologist:  
California, 2015;  
Pennsylvania, 2007

#### Certifications

Project  
Management  
Professional (PMP)

OSHA Health and  
Safety Supervisor  
Training

OSHA 40 Hour  
Hazardous  
Operations and  
Annual Refreshers

U.S. EPA Hazardous  
Ranking System  
Training

U.S. EPA Region 4  
Oversight Training

NYC Mayor's Office  
of Environmental  
Remediation Turbo  
Training

survey in commercial parking lots. The project involves coordination with multiple stakeholders, including Metro, Caltrans, U.S. Fish & Wildlife, U.S. Environmental Protection Agency (EPA), local municipalities and property owners, and EPA contractors. As task manager for these investigations, Ms. Campbell prepared the technical scope, cost proposal, and two sets of project planning documents, and procured multiple subcontractors. She is responsible for providing technical support, managing the environmental and geotechnical investigations, evaluating data, and preparing technical reports.

**Project Manager, Former Manufacturing Facility, Calabasas, California.** As project manager for a former microwave communication manufacturing facility, Ms. Campbell is responsible for managing quarterly groundwater monitoring in response to an investigative order from the Los Angeles Regional Water Quality Board regarding volatile organic compounds (VOC) impacted groundwater. The overall goal is to conduct quarterly groundwater monitoring and reporting, and to provide technical support to achieve site closure. Ms. Campbell prepared the cost estimate, planning documents, and subcontractor scopes of work. She is also responsible for managing field activities, data evaluation, and reporting in accordance with the project scope, schedule, and budget.

**Task Manager/Senior Project Geologist, Former Industrial Site Off-site and Onsite Groundwater Investigation, Santa Ana, California.** Ms. Campbell is the task manager and senior project geologist for an active industrial RCRA site contaminated with VOCs and 1,4-dioxane, under the oversight of California Department of Toxic Substances Control. Ms. Campbell is responsible for managing onsite semi-annual groundwater sampling events and off-site groundwater investigations. The off-site groundwater investigation involved Cone Penetration Test / Membrane Interface Probe borings with discrete-depth groundwater screening, and monitoring and extraction well installation. She is also responsible for evaluating chemical, geologic, and hydrogeologic data to characterize onsite and offsite contamination and sources and provides technical support for upcoming interim remedial measures. Ms. Campbell initiated and is overseeing a Leapfrog 3-D data visualization model combining onsite, off-site and upgradient/side-gradient data that will help visualize the conceptual site model, inform remedial decisions, and streamline a combined onsite/off-site remedial design.

**Task Manager/Senior Project Geologist, Playa Vista Campus Area Soil Gas/Soil Investigation, Playa Vista, California.** Ms. Campbell is the task manager and senior project geologist for the soil gas/soil investigation at former hangar buildings used for the manufacture and maintenance of aircraft. The investigation was implemented to assess and delineate residual VOC contamination in soil and soil gas in the vicinity of source area remediation well fields to support the renovation of the hangar buildings, as required by the Los Angeles Regional Water Quality Board. Ms. Campbell oversaw the field investigation, which included collection of over 200 soil vapor and 300 soil samples utilizing multiple drill rigs and mobile and off-site laboratories. Prior to starting the investigation, Ms. Campbell initiated a Leapfrog 3-D data visualization model, which was updated with laboratory results on a daily basis. The 3-D model streamlined the development of plume figures and contaminant cross sections illustrating pre-remediation and current VOC data in soil, soil gas, and groundwater, and assisted in updating the site conceptual model for the Remedial Report. Ms. Campbell was also responsible for preparing portions of the Remedial Report,



which was completed on an extremely compressed schedule (within three weeks of the completion of the field investigation).

**Task Manager/Project Geologist, Greenberg, Glusker Corona Property Waste Characterization and Removal, Corona, California.** Ms. Campbell was the task manager for waste characterization and removal activities under an expedited schedule. Work was initiated when the client discovered that a tenant suddenly vacated their property without notice, leaving a clarifier and several containers of unidentified waste from silk screening operations. Ms. Campbell promptly conducted an environmental review, determined the appropriate number and type of waste characterization samples, provided a worker risk analysis, procured a laboratory and waste disposal subcontractor, and oversaw the collection and analysis of waste characterization samples and disposal of all wastes.



# Justin W. Cook, INCE, LEED GA

Aviation Noise Practice Lead | Senior Principal Aviation Consultant



## EDUCATION

B.S., Mathematics,  
University of California,  
Irvine, 2002

Institute of Noise Control  
Engineering Certification,  
INCE-USA, 2010

LEED Green Associate  
Certification, U.S. Green  
Building Council, 2014

## 22 YEARS' EXPERIENCE

### PROFESSIONAL AFFILIATIONS

Member, Institute of Noise  
Control Engineering  
(INCE), 2010-Present

Member, Acoustical  
Society of America (ASA),  
2006-Present

Member, Southwest AAE,  
2020-Present

Member, Association of  
California Airports (ACA),  
2021-Present

Member, SAE  
International - A-21  
Aircraft Noise Measure  
Noise Aviation Emission  
Modeling Committee,  
2010-Present

Secretary, SAE  
International - A-21  
Aircraft Noise Measure  
Noise Aviation Emission  
Modeling Committee,  
2019-Present

## REFERENCE

Kathryn Pantoja, Airport  
Environmental Manager,  
LAWA  
P: 424.646.6501  
E: KPantoja@lawa.org

Mr. Cook is a nationally recognized aviation noise expert with over 22 years of aviation noise and environmental experience. His emphasis is on leading projects that bridge the gap between detailed technical analysis and the effects residences experience on the ground. He has led complex noise studies on airport projects including many of the world's busiest including San Francisco International Airport, Los Angeles International Airport, San Diego International Airport, and four of the Port Authority of New York and New Jersey airports.

He works closely with Federal Aviation Administration (FAA) staff throughout the agency including planning, environmental, air traffic, and legal. He has overseen the preparation of over a dozen Environmental Impact Reports (EIRs), Environmental Assessments (EAs), and 14 CFR Part 150 noise and land use compatibility planning studies. He is intimately familiar with the State of California Title 21 reporting requirements.

## Relevant Experience

### Airport On-Call Consulting

Mr. Cook provided consulting services through various task orders under on-call noise, environmental, and planning contracts. Most recently, he led the creation and development of "Fly Quiet" programs for Los Angeles International and San Diego International Airports. He is an industry leader in the preparation of noise contours and reports in compliance with Title 21 requirements including eight of the 10 "noise problem" airports in California.

**Los Angeles World Airports, Los Angeles, CA.** *Project Director and Project Manager.* 2017-Present.

**John Wayne Airport, Santa Ana, CA.** *Project Director and Project Manager.* 2020-Present.

**Ontario International Airport, Ontario, CA.** *Project Director and Project Manager.* 2019-2021.

**San Diego International Airport, San Diego, CA.** *Project Director and Project Manager.* 2011-2021.

### Airport EIR and EA Studies

Mr. Cook oversaw the completion of aircraft noise, traffic noise, and construction noise analyses for projects to comply with the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) regulations. The FAA Aviation Environmental Design Tool (AEDT) was utilized to conduct the aircraft noise modeling and the Federal Highway Administration's (FHWA) Traffic Noise Model (TNM) was utilized to conduct the traffic noise modeling. As an advanced noise modeler, he provided technical oversight and review of noise modeling results.



## Justin W. Cook (Continued)

Aviation Noise Practice Lead | Senior Principal Aviation Consultant

**Airfield and Terminal Modernization Project EIR and EA for Los Angeles International Airport, Los Angeles, CA.** *Project Director and Project Manager.* 2020-2021.

**Airport Development Plan EIR and EA for San Diego International Airport, San Diego, CA.** *Project Director and Project Manager.* 2020-2021.

### Airport Community Roundtables/Forums

Mr. Cook has been involved in airport community roundtables/forums as both a technical expert and facilitator. He assisted in the development and updating of strategic plans and work plans that focused and prioritized key community concerns and issues. He has overseen the completion of technical studies approved by roundtable/forum membership and has organized and led subcommittee workshop meetings with the FAA and other stakeholders in an effort find solutions that provide noise relief to nearby residents.

**Los Angeles International Airport/Community Noise Roundtable, Los Angeles, CA.** *Project Manager.* 2020-2021.

**San Diego International ANAC, San Diego, CA.** *Project Director and Project Manager.* 2015-2021.

### Airport Noise, Flight Tracking, and/or Complaint Monitoring Systems

Mr. Cook has installed, maintained, and decommissioned NOMS throughout the United States. He has overseen the management of NOMS support services; he was responsible for the development of a service delivery technician certification program to provide the best-in-class support services to airports. He intimately understands the hardware, software, and data that comprise a NOMS. He has provided acquisition assistance to airports by assisting in obtaining Airport Improvement Program (AIP) funding, writing technical specifications, reviewing proposals, and participating as part of interview panels.

**Noise Complaint Management System for Los Angeles World Airports, Los Angeles, CA.** *Technical Expert.* 2017-2018.

**NOMS Installation, Service, and Support for John Wayne Airport, Santa Ana, CA.** *Project Manager and Technical Expert.* 2015-2017.

**Preventative Maintenance and Technical Support Services for EnviroSuite, Western United States.** *Project Director, Project Manager, and Technical Expert.* 2011-2021.

**John Wayne Airport, Santa Ana, CA.** *Technical Expert.* 2006-2007.

## Thomas W. Davis, PG, CHG

### Hazards/Hazardous Materials

Mr. Davis is a certified hydrogeologist with more than 30 years of experience in environmental site assessments in support of planning studies, remedial investigations, remediation, and program management for municipal and industrial clients.

**Senior Hydrogeologist, Consolidated Tenant Group Technical Support Services, Los Angeles International Airport.** Mr. Davis was involved in the development of an environmental program for Los Angeles World Airports (LAWA) to unify and streamline the management of new and legacy environmental contamination projects at LAX. The program includes the preparation of an airport-wide site conceptual model, an on-line repository, and database for key documents; standardized approaches for human health risk assessment (HHRA), site assessments and remedial actions; and identification of risk management zones and Los Angeles International Airport (LAX) specific cleanup goals. The Consolidated Tenant Group Technical activities are intended to allow rapid access to data describing critical environmental conditions in support of both tenant activities and LAX development projects.

**Senior Hydrogeologist, Los Angeles International Airport Central Utility Plant Underground Storage Tanks Conversion.** Mr. Davis supported LAWA in negotiations with the LA Fire Department (LAFD) to allow the in-place closure of two 50,000-gallon and one 20,000-gallon Underground Storage Tanks (UST), whose removal would have significantly affected LAX traffic, passenger flow, and potentially critical underground utilities. Mr. Davis facilitated the removal and sale of more than 100,000 gallons of diesel fuel from the tanks, and then conducted an investigation, using slant borings, to evaluate soil below the facilities, resulting in approval for in-place closure by the LAFD. Mr. Davis managed the subsequent UST closures and removal of unneeded pumps and piping from the Central Utility Plant to allow their eventual conversion to chilled water storage.

**Senior Hydrogeologist, Los Angeles International Airport Tom Bradley International Terminal Methane Investigation.** Mr. Davis planned and executed a methane investigation in support of a security upgrade project for Tom Bradley International Terminal (TBIT). The existing terminal buildings are located within a City of Los Angeles methane buffer zone and construction of the project was therefore delayed pending Los Angeles Department of Building and Safety (LADBS) approval. CDM Smith responded quickly, and prepared work plans describing soil gas concentration and pressure testing. Mr. Davis installed and sampled a series of shallow and deep gas probes inside existing TBIT facilities. CDM Smith obtained the required Certificate of Compliance for Methane Test Data and other compliance documents required by LADBS to allow the issuance of the construction permits.

**Senior Hydrogeologist, Los Angeles International Airport Former Continental Airlines (CAL) Aircraft Maintenance Facility.** Mr. Davis supported LAWA with technical reviews and independent cost estimates associated with remediation, by CAL, of soil, groundwater, and soil vapor impacts resulting from the release of approximately 4,000,000 gallons of jet fuel. CDM Smith reviewed costs and approach for several phases of the vacuum-enhanced free product recovery system, which includes over 200 recovery wells. Mr. Davis also participated in the assessment of a nearby LAWA-operated former "land

#### Education

MS – Geology,  
California State  
University, Los  
Angeles, 1999

BS – Geology,  
University of  
Wyoming, 1983

#### Registration

Certified  
Hydrogeologist:  
California, 1995

Professional  
Geologist:  
California, 1994



farm" used to volatilize organic contaminated soil from various locations on the LAWA properties.

**Project Manager, On-Call Environmental Services Contract for Los Angeles World Airports.** Mr. Davis managed an as-needed environmental and technical services contract for LAWA and was responsible for assisting LAWA with their environmental compliance, assessment, and environmental construction needs at Los Angeles International Airport, Van Nuys, Ontario, and Palmdale airports. LAWA projects included methane assessments, jet fuel hydrant testing, tenant remediation oversight and negotiation, underground storage tank programs, and groundwater evaluation and remediation programs.

**Program Manager, Environmental Services Contracts, Los Angeles World Airports, Los Angeles, California.** Mr. Davis managed an as-needed environmental and technical services contract for the LAWA and was responsible for assisting LAWA with their environmental compliance, assessment, and environmental construction needs at LAX, Van Nuys, Ontario, and Palmdale airports. LAWA projects have included methane assessments, jet fuel hydrant testing, tenant remediation oversight and negotiation, underground storage tank programs, and groundwater evaluation across LAX.

He also manages CDM Smith's environmental services contracts with the City of Los Angeles Department of Public Works Geotechnical Engineering Division, and the County of Los Angeles Department of Public Works. Projects have required a broad array of services including HHRAs and groundwater assessments/remediation.

**Senior Environmental Scientist, Los Angeles County Metropolitan Transportation Authority (Metro) Eastside Transit Corridor Phase 2 Project Environmental Impact Statement / Environmental Impact Report.** Mr. Davis completed Phase 1 and Phase 2 environmental assessments and technical studies for a proposed light rail project in eastern Los Angeles County. The studies were conducted in support an Environmental Impact Statement (EIS) / Environmental Impact Report (EIR) for two alternatives on the 19-mile alignment. The alignments traverse active oil fields, industrial zones and four Superfund sites. Mr. Davis coordinated with Metro, Caltrans, the U.S. Environmental Protection Agency (USEPA), and potentially responsible parties. The technical studies included assessments of methane, hazardous materials, aerially deposited lead, landfill debris and vapor intrusion. Based on the findings collected over a period of nearly eight years, CDM Smith provided recommended construction techniques and mitigation measures to limit exposure and risk to the construction contractors and ridership as well as to protect the existing Superfund remedies. The findings and mitigation measures were incorporated into the Draft EIS/EIR.

**Senior Environmental Scientist, Metro Regional Connector Light Rail Project.** Mr. Davis led the development of environmental assessments associated with Advanced Conceptual Engineering/Preliminary Engineering for the Metro Regional Connector project in Los Angeles. Mr. Davis completed the hazardous material assessments for the proposed above and below ground alignments in downtown Los Angeles. Properties evaluated included active oil fields, City of Los Angeles methane zones, and areas of intense historical commercial and industrial activity. Mr. Davis and his team established a prioritized environmental risk evaluation in order to allow Metro to focus their resources on issues with the greatest project impact. Mr. Davis assisted in the identification of the mitigation measures required in the California Environmental Quality Act (CEQA) / National Environmental Policy Act (NEPA) analyses and responded to comments from stakeholders on the Draft EIS/EIR.



**Project Manager, Metro Hazardous Materials Assessment, Los Angeles County, California.** The Metro retained CDM Smith to conduct Alternatives Analyses, Advanced Conceptual Engineering studies, Preliminary Engineering, and CEQA/NEPA analyses on the Metro Regional Connector and Eastside Extension projects. Mr. Davis completed Haz Mat assessments including Phase 1 Environmental Assessments for the roughly 15-mile-long Eastside Extension of the Gold Line and the proposed 1.8 mile above and below ground alignments of the Regional Connector in downtown Los Angeles. Properties traversed and analyzed by CDM Smith included active oil fields, methane zones, areas of intense historical commercial and industrial activity and four Superfund sites. Mr. Davis coordinated with Superfund site operators and regulators to procure and research site data and reported to Metro regarding anticipated conditions and strategies for construction.

**Program Manager, Van Nuys Airport UST Closures, Van Nuys, California.** Mr. Davis conducted UST removals at two VNY facilities: the Van Nuys Airport (VNY) maintenance yard, and the airfield emergency lighting facility. The field activities required obtaining FAA permits and clearances to operate a crane and heavy equipment on the airfield. In addition, close coordination was required with LAWA to avoid impacts to the VNY maintenance operations and emergency lighting during the UST removals.

**Managing Contractor, Superfund Site Remediation Programs, Los Angeles, California.** Mr. Davis serves as the Managing Contractor lead on seven major aerospace remediation projects in the Los Angeles area, including the Burbank, Glendale, and North Hollywood Operable units. His duties include developing site assessment and remediation work scopes, USEPA and State Water Resources Control Board negotiations, work plan development, review and oversight of site characterization, modeling, and monitoring activities.

**Project Manager, Palmdale Nitrate Plume, Palmdale, California.** Mr. Davis manages the consultant team resources and efforts to minimize risk to LAWA associated with the former use of LAWA-owned property in the Antelope Valley for the discharge of treated wastewater effluent, as well as its current use by tenants for agricultural purposes. The combined site uses have resulted in nitrate-impacted groundwater and a cleanup order from the Regional Water Quality Control Board. Project activities include the technical evaluation of remediation activities being conducted by the Los Angeles County Sanitation District (LACSD), the quantification of nitrogen discharge by LACSD, characterization and estimation of nitrogen use by LAWA tenants, and development of agricultural management plans.

**Senior Environmental Scientist, City of Los Angeles, Albion Riverside Park Health Risk Assessment and Remedial Action Plan.** Mr. Davis led the team that provided site characterization and pre-demolition services including a Phase 2 environmental assessment, RAP, and lead-based paint and asbestos-containing material surveys in support of a CEQA Initial Study for a former industrial site slated for conversion to a City park. In addition to the lead-based paint and asbestos-containing material surveys, other hazardous materials included solvents, naturally occurring and anthropogenic petroleum hydrocarbons, metals, Polychlorinated Biphenyls, fluorescent lamps, refrigerant, mold, fungi, and biohazards. The Remedial Action Plan, which was prepared for the Regional Water Quality Control Board, included a full description of site conditions including cross sections, a conceptual site model, remedial action objectives based on a screening-level human health risk assessment, and the screening and selection of preferred remedial actions. The team met the city project funding schedules. The results of the environmental





studies and hazardous materials surveys were then used by CDM Smith to prepare demolition and remediation specifications for use by the city for demolition and remediation bidding.

**Project Manager, City of Los Angeles, Northeast Area Police Station Environmental Site Assessment and Remediation.** CDM Smith provided immediate response services including demolition monitoring, soil and waste sampling, industrial hygiene consulting, and remediation support at the Northeast Area Police Station. The facility contained detectable asbestos, volatile organic compounds, semi-volatile organic compounds, petroleum hydrocarbons, and a form of cyanide. After clearing exterior soil for construction, the team oversaw interior demolition and monitored air for the presence of potentially fatal cyanide gas associated with the cutting and demolition of cyanide containing concrete and soil. The CDM Smith team coordinated with the city bonds construction team, the general contractor, and their subcontractors and developed an air monitoring and soil management plan including action levels for soil containing non-reactive forms of cyanide.

**Senior Hydrogeologist, Electrical Resistance Heating Remediation.** Mr. Davis was responsible for the design, installation, and testing of almost 70 Electrical Resistance Heating (ERH) borings, groundwater extraction wells and temperature monitoring probes at a former industrial site. The aggressive ERH program was successful in recovering almost 32,000 gallons of dense nonaqueous phase liquid solvents from a deep aquitard in about 18 months.

**CDM Smith Managing Contractor, Lockheed Martin Remediation Programs, Los Angeles, California.** Mr. Davis serves as the Earth Science Managing Contractor lead on seven Lockheed Martin remediation projects in the Los Angeles area, including the Burbank, Glendale, and North Hollywood Operable units. His duties include developing site assessment and remediation work scopes that utilize cost and time effective technologies, such as the USEPA TRIAD approach, guiding a team of Lockheed Key National Account Contractors to implement the site characterization and remediation strategies.

**Project/Program Manager, Los Angeles Unified School District New School Site Assessment, Los Angeles, California.** Mr. Davis was responsible for program management within the new schools Site Assessment section of the Los Angeles Unified School District, Office of Environmental Health and Safety, where he oversaw a team of CDM Smith and consultant project managers directing environmental reviews of over 80 proposed new school sites. His responsibilities included developing program budgets and policy, managing preliminary endangerment assessments and health risk assessments, and leading meetings with the California Environmental Protection Agency Department of Toxic Substances Control. He also managed the environmental assessment of new high schools and middle school sites within the District including the 24-acre former Ambassador Hotel site, a 40-acre former General Motors plant, and a 34-acre City of Los Angeles Department of Power and Water site.

**Senior Project Manager, Redevelopment and Community Assessment, Los Angeles, California.** Mr. Davis served as the technical consultant to the Community Redevelopment Agency of Los Angeles and the LA City Council District 7 office regarding the redevelopment of a 25-acre brown field site. He prepared a site conceptual model and graphics for community and stakeholder use as an aid to interagency coordination efforts within an environmentally complex region.





**Project Manager, Environmental Site Assessment.** Mr. Davis managed the assessment of a city municipal yard adjacent to the Los Angeles River with an offsite groundwater plume consisting of solvents and free phase fuel hydrocarbons. The site underwent groundwater hydraulic testing and an evaluation of impacts to the Los Angeles and Rio Hondo Rivers and free product recovery.

Mr. Davis also managed the assessment of hexavalent chromium and solvent impacts to soil and groundwater from a Los Angeles metals plating facility. The risk to off-site receptors was evaluated using HHRA techniques as part of litigation support.

**Senior Hydrogeologist, Groundwater Dewatering, California.** Mr. Davis conducted hydraulic tests and prepared a groundwater flow model in support of a deep excavation and underpinning project in northern California. He designed the excavation dewatering system and oversaw its installation and operation.

**Senior Hydrogeologist, Multiphase Fluid Flow Analysis.** Mr. Davis conducted an assessment of a gasoline hydrocarbon plume in fractured bedrock setting in Los Angeles. The gasoline plume was in contact with occupied underground structures. He conducted over a dozen single- and multi-well hydraulic tests, a dye tracer test, and a series of capillary pressure analyses on bedrock samples. In conjunction with faculty from California State University, San Diego, he interpreted the distribution and flow of multiphase fluids (gasoline, air, and water) in the subsurface based on capillary characteristics and the relative permeability of the bedrock to hydrocarbons.

**Senior Hydrogeologist, Soil and Groundwater Mitigation in Fractured Sedimentary Bedrock.** Mr. Davis completed groundwater capture models under a number of extraction scenarios and devised a soil and groundwater remediation scheme. He proposed and pilot tested dual phase, high-vacuum extraction technology in the fine-grained bedrock aquifer. The pilot test included a side-by-side comparison of groundwater extraction by pumping and dual phase, high-vacuum extraction. The results of the tests revealed that the dual phase, high-vacuum extraction produced a hydrocarbon recovery rate over four times greater than groundwater pumping. The dual phase system was subsequently implemented and recovered over 50 percent of the release during the first year of operation.

**Hydrogeologist, Various Assignments.** Mr. Davis conducted a wide variety of environmental assignments, including groundwater monitoring and interpretation of a several-square-mile solvent-contaminated aquifer that was part of a Superfund Operable Unit in the San Gabriel Basin in California. He developed underground storage tank maintenance, monitoring, and training programs for critical facilities as well as for the City of El Segundo. He performed geochemical analyses and supported a three-dimensional groundwater model used to characterize hexavalent chromium at a Pacific Gas and Electric plant in Hinkley, California. Mr. Davis obtained certification, since expired, as an underground storage tank tester and operated an onsite gas chromatography lab for the monitoring of oil and gas in deep exploratory wells throughout the West.

### **Education**

Bachelor of Science – Biology,  
Environmental Resources and  
Science, Trent University

Geographic Information Systems  
Application Specialist, Fleming  
College

### **Professional Affiliations**

Airports Council International-  
North America – Member

American Association of Airport  
Executives – Corporate Member

### **Years of Experience**

Ricondo: 6

Other Firms: 0

### **Office Location**

Chicago, Illinois

## **Katelyn E. Doughty**

Senior Consultant / GIS Lead



Ms. Doughty joined Ricondo & Associates, Inc. (Ricondo) in 2016. She has 6 years of experience conducting and managing Ricondo's Geographic Information Systems (GIS). She is responsible for technical analysis and GIS-related support relevant to various airport planning and environmental tasks and the Federal Aviation Administration (FAA) Airport GIS (AGIS). She is proficient in GIS applications and associated software packages; her knowledge in programming and modelling has been helpful in automating GIS tasks. Ms. Doughty has played a key role in Ricondo's GIS efforts, including data engineering, management, quality assurance and control, and updates. She is responsible for generating cartographic products and exhibits to be used in client documents, reports, and presentations.

Ms. Doughty is working closely on airport noise modelling, land use analyses, airspace evaluations, AGIS, and aviation activity forecasting for existing and future scenarios. She has supported GIS efforts of noise exposure analyses for several airports, including Boston Logan, San Diego, and Washington Dulles International Airports. Ms. Doughty contributes to noise exposure contour analysis using GIS applications to provide inputs and outputs processing for the FAA's Aviation Environmental Design Tool (AEDT). She evaluates land use and sensitive areas impact, such as community buildings, population, and housing. Most recently, Ms. Doughty assisted the AEDT inputs, output processing, and data visualizations for the San Diego International Airport Traffic Procedure Assessment. Ms. Doughty has supported AGIS efforts at multiple airports, including Orlando International Airport and Boca Raton Airport.

Ms. Doughty is also responsible for data visualizations and geospatial analyses for projects in compliance with the National Environmental Policy Act and the California Environmental Quality Act facilitating Ricondo's environmental assessments, environmental impact statements, and categorical exclusion documentation. Ms. Doughty has created numerous exhibits for a diverse range of projects. This broad range of focus has enabled her to work on numerous airports, nationwide and internationally.

## Utilities (Water/Wastewater)

Mr. Egge is a skilled environmental and urban planner familiar with national and state environmental review practices, transportation infrastructure planning and permitting, and land use entitlement and planning. He has nine years of experience managing and supporting project tasks for public and private sector clients and has led research in environmental and sustainability planning. He works in CDM Smith's Irvine office in California.

**Los Angeles County Metropolitan Transportation Authority Metro Eastside Phase 2 Environmental Impact Statement / Environmental Impact Report, Los Angeles, CA.**

As Environmental Planner, Mr. Egge assisted in task management and document preparation for technical impact reports related to the LA Metro Eastside Transit Corridor Phase 2 Project, which consists of an Environmental Impact Report (EIR) to evaluate light rail transit alternatives to extend the Metro Gold Line further east into eastern Los Angeles County. The project would cross two rivers, several federal floodplain management lands, and local groundwater recharge basins.

**City of Pasadena Environmental On-Call, Pasadena, CA.** As Environmental Planner, Mr. Egge is responsible for scoping and preparing various third-party environmental clearance documents for development projects within the City of Pasadena. To date, typical type and scope of projects range from single property redevelopment with Categorical Exemption to multi-property multi-family complexes with Initial Study and Mitigated Negative Declaration.

**Federal Emergency Management Agency Hazard Mitigation Grant Assistance**

**Program.** As Grant Coordinator, Mr. Egge administers environmental review activities and ensures that appropriate federal environmental triggers are considered and accounted for based on the proposed grant project, including National Environmental Policy Act (NEPA), National Historic Preservation Act, Endangered Species Act, water quality regulations and other federal compliance programs.

**Orange County Rancho Mission Viejo Planned Community, Orange, CA.**

As Environmental Planner, Mr. Egge managed the administration and implementation of the County's Development Agreement with the Rancho Mission Viejo Company for the development of the Rancho Mission Viejo planned community. He supervised county and consultant staff responsible for land use entitlements, including permit and application intake, processing, review, and issuance. He represented the County's position at hearings and meetings as required for various permits and applications and coordinated with the master developers on administering and amending the master plans, area and subarea plans, overall development timeline, and project phasing to ensure the terms of the development agreement.

**Technical Contributor, Integrated Sustainability Action Plan, City of St. Petersburg, St. Petersburg, Florida, 2016-2017.** Mr. Egge led the data collection and analysis tasks associated with the local government greenhouse gas inventory. He supported the analysis for the community scale inventory and provided technical support for the development of energy and greenhouse gas reduction strategies.

### Education

MPL – Planning,  
University of  
Southern California,  
Los Angeles,  
California, 2011

BA – Urban Studies  
and Planning,  
University of  
California at San  
Diego, California,  
2009

### Certifications

American Institute of  
Certified Planners  
(AICP), 2017

**Program Coordinator, Climate Smart Communities Regional Coordinator Program, New York State Energy Research and Development Authority, Albany, New York, 2014-2015.** The Climate Smart Communities Regional Coordinator Program is a multi-faceted municipal sustainability approach for communities to prepare for climate change, reduce environmental impacts, and build awareness. Mr. Egge provided hands-on technical support and guidance to communities in the Mid-Hudson Region on how to achieve the various program goals like creating a greenhouse gas inventory, establishing a climate adaptation plan, or reducing energy consumption.

**Technical Author, Airports Sustainability Plans, Colorado Department of Transportation, Denver, Colorado, 2015-2016.** As a part of a Federal Aviation Administration-funded sustainability planning grant, the Colorado Department of Transportation, Aeronautics developed a set of tools for general aviation airports in Colorado to use to create airport-specific sustainability plans. Mr. Egge worked in coordination with Mead and Hunt to support the development of these tools by drafting the template for the sustainability management plans; identifying potential sustainability goals, initiatives, and metrics; and drafting support language for the guidance manual that will accompany the template to enhance sustainability efforts for the 60 general aviation airports in Colorado.

**Quality Assurance/Quality Control Reviewer, Logan International Airport, Sustainability Management Plan, Massachusetts Port Authority, Boston, Massachusetts, 2014-2015.** Mr. Egge provided quality assurance and control review during several stages of development for the Logan International Airport Sustainability Management Plan. He verified the accuracy of reported values and statistics within the report, specifically related to water quality and use.

**Technical Author, Logan International Airport, Terminal E National Environmental Policy Act Permitting, Massachusetts Port Authority, Boston, Massachusetts, 2015-2016.** Mr. Egge was responsible for writing various portions of the report, providing consistency between NEPA requirements and the project proposal, verifying that project modifications during drafting were captured in the report, and providing quality assurance and control review. He also provided analysis and language for key components of the Environmental Assessment.

**Technical Contributor, Port Authority of New York and New Jersey John F. Kennedy / LaGuardia Airports, FAR Part 150 Noise Studies, Queens, New York, 2016.** Mr. Egge prepared noise exposure area maps; identified and evaluated remedial and preventive land use strategies for the communities surrounding each airport. He identified and evaluated noise abatement measures to mitigate existing and future aircraft noise impacts to each airport and its surrounding resources. He also developed a noise compatibility plan to identify actions, responsible parties, costs, and potential revenue sources needed to implement the program.

**Lead Coordinator, FAA FAR Part 77 Obstruction Analysis, Various States, Various Clients, 2014-2017.** Mr. Egge coordinated VHB's FAA obstruction analysis practice. He supported utility transmission clients and private development clients throughout New England, New York, and Florida in conducting obstruction analyses for projects in accordance with 14 CFR Part 77 and filing Form 7460-1 for Notification of Proposed Construction or Alteration.

# Katie Franco, C.M.

## Aviatrix Communications

San Diego, CA

### Owner and Principal

2018 – present

- Oversee a team of communications professionals that provides award-winning public relations, marketing, creative development, and website development services to airports across the country
- Perform as account manager for high-profile clients, providing strategic guidance for large programs, media management services, and crisis communications support
- Present as an outreach expert at industry conferences

## Perceive Communications

San Diego, CA

### Public Relations Director

2017 – 2018

- Serviced a variety of public agencies, including San Luis Obispo County Regional Airport, Tri-Cities Airport, Los Angeles Mayor's Office, and the City of San Jacinto
- Provided community outreach, social media management, copywriting, media management and event coordination efforts

## Sixel Consulting Group

San Diego, CA

### Director of Business Development

2015 – 2017

- Responsible for a global portfolio of two dozen airports in three countries in developing, managing, and meeting air service, data, and marketing goals
- Lead for contract negotiations to ensure quality collaboration between Sixel and its more than 100 clients, bringing in over \$1.2 million in company revenue and grants
- Presented as an industry expert at aviation conferences domestically and internationally, including IAAE, ACI-NA, AAAE, and state airport associations
- Maintained and solicited new accounts and strategic business relationships

### Marketing and Public Relations Manager

2014 – 2015

- Provided guidance, tactical advice, and taught classes to client airports on public relations, community outreach, social media, and marketing initiatives
- Developed and led public outreach campaigns and pledge drives
- Wrote, edited, and distributed collateral, press releases, newsletters, and social media posts to current and potential audiences. Interacted with media on local, national, and international levels
- Published and presented initiatives on behalf of airport clients to community organizations, the media, and stakeholders

## San Diego County Regional Airport Authority

San Diego, CA

### Public Relations Specialist

2010 – 2013

- Airport spokesperson and primary media contact for San Diego International Airport. Developed communications strategies for major airport initiatives, including \$1 billion Green Build terminal expansion

## CONTACT

1.760.717.1888

katie@aviatrixcommunications.com

## NATIONAL RECOGNITION

- **2021 BEST PUBLIC RELATIONS CAMPAIGN** – ACI-NA: SMALL AIRPORTS
- **2020 AWARD OF EXCELLENCE** – Public Relations Society of America – Public Relations Campaigns
- **2018 BEST EVENT** – ACI-NA Marketing And Communications Award
- **2012 AIRPORT BUSINESS MAGAZINE** "Top 40 Under 40"
- **2014 EDWARD L. BERNAYS** – Mark Of Excellence Award In Community Relations
- **2012 BEST PUBLIC RELATIONS CAMPAIGN** – ACI-NA Marketing And Communications Award
- **2012 GOLD SABRE AWARD** – Government Agencies
- **2011 SILVER ANVIL AWARD** – Public Relations Society Of America: Community Relations

## EDUCATION

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

Bachelor of Arts with Honors, English, 2003

## AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

Certified Member, 2015



- Performed award-winning outreach for the largest construction project in airport's history, including stakeholder inclusion, community education, social media campaigns and updates to local, national, and aviation media
  - Developed airport identity on several major social media platforms
  - Led team to establish a new and dynamic intranet, enriching internal communication for more than 360 employees
  - Wrote and managed communications programs such as annual reports, quarterly reports to jurisdictions, monthly newsletters, and electronic communications
- 

## RELEVANT WORK EXPERIENCE

Katie serves as the outreach lead for a highly contentious master plan update in Heber City, UT. A comprehensive communications plan has been put in place, beginning with developing a project brand to unify messaging and separate the project process from the airport's regular communications. Outreach efforts include hosting both in-person and online public meetings, committee meeting management, developing and hosting an ADA-compliant project website with plan details and regular updates, advertisements and media buys, social media management, and developing project materials such as presentations, display boards, handouts, and speaking points. Regular project blog posts share important themes, answer tough questions, and keep the community informed about the project process. Stakeholders include multiple city councils, neighbors, airport users, Community Advisory Committee and Technical Advisory Committee members, media, and industry representatives, including Utah Department of Transportation, legal counsel, strategic planners, and engineers.

Served as public-relations lead for \$1 billion terminal expansion at San Diego International Airport. The four-year project included a major public-outreach component, regularly reaching stakeholders such as passengers, elected officials, small businesses, local and industry media, and area residents. Key messages included passenger improvements, local business support, and the value of a high-profile build during a recession. These messages were shared in a wide variety of ways, including in-terminal signage, media interviews, social media, advertisements, small business outreach events, and regular written updates to elected officials. The award-winning outreach program involved deep immersion into the planning and development process, close coordination with project stakeholders, and the ability to share unified messages across a variety of channels.

## CURRENT REFERENCES

Travis Biggs, Airport Manager  
Heber Valley Airport (HCR)  
(435) 657-7949  
[tbiggs@Heberut.gov](mailto:tbiggs@Heberut.gov)

Daniel Meier  
Deputy Director of Aviation, Marketing & Air Service  
Palm Springs International Airport (PSP)  
(760) 318-3806  
[Daniel.Meier@PalmSpringsCA.gov](mailto:Daniel.Meier@PalmSpringsCA.gov)



## Jeremy Gilbride

### Air Quality/Greenhouse Gases/Climate

Mr. Gilbride is an air quality professional with four years of professional experience. he has been involved in air pollutant and greenhouse gas assessments for airports, marine ports, and other facilities nationwide. His expertise includes the development of emission inventories for criteria pollutants, toxic air pollutants and greenhouse gases; air dispersion analyses; federal Clean Air Act (CAA) General Conformity determinations; and air analyses for human health risk assessments.

#### Professional Experience

##### **Air Quality Engineer, Airfield and Terminal Modernization Project, Los Angeles International Airport, Los Angeles World Airports, Los Angeles, California.**

Mr. Gilbride is one of the key air quality engineers for the air quality impact analysis, health risk assessment, and greenhouse gas evaluation for the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project. The proposed project includes a major renovation of the north airfield taxiways, additional of new terminal and course areas, and landside access modifications. Mr. Gilbride has developed inputs for Federal Aviation Administration (FAA) Aviation Environmental Design Tool (AEDT), Version 3b (AEDT3b) for air quality evaluation using the AEDT Standard Input File format for multiple alternatives and horizon years. He conducted emissions and dispersion model runs on both desktop and cloud platforms. In addition, he has developed ground support equipment emissions and construction emission modeling files for the project. (2018 – Present)

**Air Quality Engineer, Airport Carbon Accreditation for Los Angeles International Airport, Los Angeles World Airports, Los Angeles, California.** Mr. Gilbride serves as lead air quality engineer for the development of annual greenhouse gas (GHG) emission inventories for LAX and Van Nuys Airport (VNY). These inventories are used to obtain a Level 3 Airport Carbon Accreditation (ACA) for both LAX and VNY from the Airports Council International each year. He developed GHG inventories for electricity consumption and generation, airside equipment, ground transportation and general airport operations to demonstrate that emissions controlled by Los Angeles World Airport (LAWA) had progressively lowered from 2013 through 2018. To obtain the certification, emission inventories were developed using the FAA's AEDT model. Mr. Gilbride assisted in preparing the annual reports of the findings, developing responses to questions posted by the ACA Third Party verifier, and developing a Stakeholder Engagement Plan, which is required for accreditation. LAWA first achieved Level 3 certification for LAX in 2017, and Level 3 certification for VNY in 2019. LAX was the third airport in the United States to achieve Level 3 at that time. LAWA recently contracted with CDM Smith to continue providing ACA certification analysis through 2021. (2017 – Present)

**Air Quality Engineer, LAX Landside Access Modernization Program, Los Angeles World Airports, Los Angeles, California.** Mr. Gilbride led development of criteria pollutant, GHG, and toxic air pollutant emission inventories for the proposed construction of the Landside Access Modernization Program at LAX. He utilized

#### Education

BS – Chemical Engineering, University of Massachusetts, Amherst, 2015

#### Registrations

Engineer in Training: California



industry standard California Air Resources Board Emission Factor and OFFROAD models in development of the inventories and performed dispersion modeling using the United States Environmental Protection Agency approved American Meteorological Society/Environmental Protection Agency Regulatory Model (AERMOD) air dispersion modeling software. Mr. Gilbride was also involved in the evaluations conducted for the project pursuant to the California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), and the federal CAA General Conformity regulations. (2015 – 2016)

**Air Quality Engineer, LAX Ground Support Equipment Annual Survey, Los Angeles World Airports, Los Angeles, California.** Mr. Gilbride assisted with development of Microsoft Excel-based spreadsheet tools for tracking, aggregating, and reporting of ground support equipment (GSE) at LAX. Complex, fillable forms were developed for distribution to airport tenants for tracking of ground support equipment, and a master spreadsheet was developed using visual basic scripts to aggregate data from large numbers of filled forms and display meaningful analytics on airport-wide and tenant specific equipment including, but not limited to: fuel types, engine efficiencies, engine model years, integration of electric equipment, quantities of equipment, and equipment age. (2015 – Present)

**Air Quality Engineer, Secured Area Access Post Project, Los Angeles World Airports, Los Angeles, California.** Mr. Gilbride was responsible for developing criteria pollutant and GHG emission inventories using the California Emissions Estimator Model (CalEEMod). He also developed energy demand assessments for operation of the project, including for the high-tech equipment to be included in the new facility. Mr. Gilbride developed a complete energy analysis pursuant to the requirements of Appendix F of the state CEQA Guidelines. He also developed criteria pollutant emissions comparisons associated with on-site crushing of demolished and excavated material versus off-site hauling, in response to comments from the South Coast Air Quality Management District. (2017)

**Air Quality Engineer, Eastside Transit Corridor Phase II, Los Angeles County Metropolitan Transportation Authority, Los Angeles, California.** Mr. Gilbride is one of the key air quality engineers for the air quality impact analysis, health risk assessment, climate change and greenhouse gas evaluation, and energy assessment for the LA Metro Eastside Transit Corridor Phase II project. The proposed project includes the construction and operation of two potential light rail transit systems and their associated stations and maintenance and storage facilities along the State Route 60 freeway and along Washington Boulevard east of Los Angeles. Mr. Gilbride has construction inputs for the CalEEMod based on project-design details for air quality evaluation for multiple alternatives. He developed operational emission calculations based on project-operation details and modeled the localized impacts of carbon monoxide at peak traffic intersections. In addition, he has developed project-related energy consumption based on the modeling performed for the construction and operational analyses. (2019 – Present)

**Air Quality Engineer, Clark County Airport System Emission Inventories, Clark County (Las Vegas), Nevada.** Mr. Gilbride was a key engineer for development of existing (2017) and future (2023 and 2032) emission inventories for five existing civil airports and one proposed airport administered by the Clark County Department of Aviation (CCDOA).

The airport inventories were developed as input to Nevada's Maintenance Plan for the 1997 8-hour ozone National Ambient Air Quality Standards. He used design day forecasts to develop AEDT inputs for several of the airports and scenarios. For Harry Reid International Airport, he also obtained GSE data and created population based GSE inputs to FAA's AEDT3b model. The output from AEDT was summarized and submitted to CCDOA and the Clark County Department of Air Quality. (2019 - 2020)

**Airport Air Quality Improvement Plan, Hollywood Burbank Airport, Burbank, California.** Mr. Gilbride was the lead air quality engineer for the development of possible measures to reduce emissions from airport operations at Hollywood Burbank Airport (BUR). He estimated emissions for aircraft using FAA's AEDT model for existing conditions and future years. He utilized the Airport Noise and Operations Monitoring System data for BUR to obtain aircraft and engine type operations for existing conditions. He also developed emissions from GSE, airport-owned fleet vehicles, and parking lot shuttle buses. He developed potential emission reduction estimates for measures that were eventually negotiated into a Memorandum of Understanding with the South Coast Air Quality Management District. (2018 - 2019)

## Jill A. Greene, PG

### Principal, Senior Geologist

Ms. Greene is a Principal Geologist and Project Manager in CDM Smith's Environment and Technology Group where her work has focused on hydrogeologic, stormwater, and hazardous waste investigations. With more than 19 years of experience she has managed all aspects projects from inception to closure for a variety of environmental projects including groundwater, stormwater and receiving water quality assessments, implementation of monitoring plans and investigations, remedial action and feasibility study design, remedial action oversight, risk assessment and exit strategies in accordance with federal, state and local environmental regulations. Ms. Greene serves as Regional Team Leader for the Environment and Technology group with staff location throughout New England.

### Groundwater

**Project Manager, Salem and Beverly Water Supply Board Watershed Protection Area Assessment, Massachusetts.** Ms. Greene led the assessment of the delineation of the watershed protection overlay district (WPOD) for portions of the Salem Beverly water supply, specifically Wenham Lake Reservoir and Longham Reservoir. A proposal had been made to add the area between Wenham Lake Reservoir and Longham Reservoir (and land upgradient thereof) to the WPOD in the city's zoning ordinance. Ms. Greene's work documented that although connected by permeable deposits, the watersheds of the area in question and Wenham Lake Reservoir are hydraulically separated by a groundwater divide and should not be included in the WPOD.

**Project Manager, Chemical Oxidation, Walpole, Massachusetts.** For a former gas station in Walpole, Massachusetts, Ms. Greene is overseeing the remediation of petroleum-impacted groundwater using chemical oxidation. Sodium persulfate was injected into the overburden groundwater through temporary injection points and hydrofracturing was employed to enhance the dispersion of the chemical in the subsurface. Groundwater concentrations have been reduced by two orders-of-magnitude within the source area.

**Project Manager, Enhanced Anaerobic Bioremediation, Southington, Connecticut.** Ms. Greene is overseeing enhanced anaerobic bioremediation of groundwater contaminated with chlorinated solvents at a former manufacturing facility in Southington, Connecticut. Anaerobic dechlorination of the chlorinated solvents present in the overburden groundwater plume is being achieved through the injection of sodium lactate. Groundwater monitoring is being performed to demonstrate compliance with volatilization and surface water protection criteria.

**Project Geologist, Groundwater Assessment, Wake County, North Carolina.**

Ms. Greene was a project geologist for the groundwater assessment of a landfill in Wake County, North Carolina. The groundwater investigation provided a comprehensive evaluation of groundwater quality and groundwater flow in the landfill area. She oversaw installation of monitoring wells, performed well development and sampling, conducted hydraulic conductivity testing, and generated the Phase II Groundwater Assessment Report.

### Education

BA - Geology,  
Hamilton College,  
1998

### Registration

Professional  
Geologist: New  
Hampshire (2006)

### Certification

40-hour OSHA  
Hazardous Waste  
Training

8-hour Hazardous  
Waste Supervisor  
Certified

10-OSHA  
Construction Training

Confined Space Entry  
Certified



## Stormwater

### **Project Manager, Stormwater Consulting Services, Logan International Airport.**

Ms. Greene manages the On-Call Stormwater Consulting Services contract for Massport. She oversees the execution of a number of stormwater quality monitoring programs at several Massport facilities. Ms. Greene has provided consulting services with CDM Smith to Massport for over 17 consecutive years.

#### *NPDES Permit Implementation*

At Logan Airport, Ms. Greene assists Massport with the implementation of the National Pollutant Discharge Elimination System (NPDES) Permit at Logan for Massport and is Co-Permittees. The conditions of the Permit apply to all airport terminals, airline carriers, and establishments engaged in servicing, repairing, or maintaining aircraft and ground vehicles, equipment cleaning and maintenance (including vehicle and equipment rehabilitation mechanical repairs, painting, fueling, lubrication) or deicing/anti-icing operations. Any tenant or fixed-based operator that conducts these activities has been named a Co-Permittee. Currently, there are 25 Co-Permittees who are subject to Permit conditions. Ms. Greene meets with Co-Permittees on a regular basis regarding Permit-related issues. Ms. Greene recently completed the renewal application for Logan's NPDES Permit. This 300 plus page document presented a comprehensive description of Massport and Co-Permittee's activities conducted to comply with the Permit.

#### *SWPPP Implementation*

Ms. Greene oversees the implementation of the Logan Airport Stormwater Pollution Prevention Plan (SWPPP) for airport operations. She conducts regular updates to the document and directs comprehensive quarterly compliance inspections of Massport and Co-Permittee facilities at the airport. To assist Co-Permittees' compliance with the goals of the SWPPP and meeting the NPDES Permit requirements, Ms. Greene developed a 5-part document developed to provide a consistent format for implementing Massport's SWPPP for overall airport operations and the individual Co-Permittee SWPPPs. Each Co-Permittee maintains its own individual SWPPP as Part 2 of the five part document.

#### *Stormwater Quality Monitoring*

Ms. Greene also oversees the water quality monitoring required by the NPDES Permit at Logan's stormwater outfalls. Stormwater sampling is required on a monthly (dry and wet weather) and quarterly basis as well as during two deicing episodes each year. Due to tidal conditions, it is only possible to sample the outfalls during the two-hour window surrounding low tide. This work requires extensive coordination with Massport Environmental, Operations, and Facilities personnel to meet all sampling requirements.

#### *Stormwater Modeling*

Ms. Greene oversaw the development of a flow model to estimate flows from the permitted outfalls. The model dynamically computes discharges to surface waters using EPA's Stormwater Management Model (SWMM). All principal pipes in the Logan drainage system are included in the model and the model is calibrated to flow metering data collected during the winter of 2007 – 2008. Monthly continuous simulations are run to estimate

runoff rates and volumes for permitted outfalls and maximum daily and average monthly rates are reported.

Ms. Greene also oversaw deicer application modeling using CDM Smith's Airport Deicing Management Model (ADMM). The ADMM is a fate and transport model that predicts aircraft deicing/anti-icing fluid applications and associated discharges based on multiple inputs, including weather conditions, flight schedules, application rates, drainage areas, and infrastructure. CDM Smith utilized the ADMM to simulate and characterize airport outfall mass loadings resulting from aircraft deicing activities at Logan Airport.

*Comments on EPA's ELG for the Airport Deicing Category.*

Ms. Greene managed CDM Smith's work as a member of the consulting team which included using the SWMM and ADMM models developed for Logan to simulate and characterize airport outfall mass loadings resulting from historic and predicted deicing activities, generate stormwater volume estimates for various collection scenarios and collection estimates.

**Project Manager, Stormwater Monitoring, Connecticut Airport Authority, Windsor Locks, Connecticut.** Ms. Greene served as project manager for the stormwater monitoring program at Bradley International Airport during 2016. In this role she oversaw the stormwater sampling program during wet weather events at ten outfall locations discharging to eight receiving water locations, with multiple sampling locations downstream of some outfalls. She also produced summary documentation reports for submittal to local regulatory agencies.

## Melissa A. Harclerode, PhD, BCES

### Principal, Technical Specialist Sustainability Discipline Leader

Dr. Harclerode is a technical specialist with 17 years of experience in environmental management and community outreach across a variety of market sectors including remediation, water and energy resources, solid waste management, and transportation. Specifically, she specializes in the development and application of integrated assessment approaches to comprehensively define sustainability objectives and evaluate environmental, social, and economic impacts of environmental infrastructure and restoration projects. She provides technical support and modeling on environmental footprint analysis, life cycle assessment, community impact evaluations, risk communication, public outreach planning, climate change vulnerability assessments, and development of sustainable best management practices. She serves as the Interstate Technology and Regulatory Council (ITRC) co-Team Leader for the development and training of ITRC Risk Communication Toolkit and was a primary contributor to ITRC's Sustainable Resilient Remediation Technical Guidance and Chapter 14 Risk Communication of the per- and polyfluoroalkyl substances (PFAS) Technical Guidance. As well as a member of the Water Research Foundation 5124 PFAS Risk Communications project developing outreach and communications materials for the fifth Unregulated Contaminant Monitoring Rule sampling and OneWater public education.

- Serves as Project Technical Leader on a gap analysis to compare an industrial client's present sustainability performance with the ResponsibleSteel Standard, a sustainability certification standard for steelmakers, and subsequently preparation and submittal of the certification application.
- Provides ongoing technical advisement and performance of sustainable resilient remediation (SRR) assessments throughout the project life cycle for multiple media, including soil, groundwater, surface water, sediment, and air. She also provides regulatory technical oversight review of responsible party SRR assessments.
- Provides technical advisement on sustainability planning and analytics to inform client environmental, social, and governance reporting and development of sustainability-focused strategies, such as decarbonization, net zero energy and water, zero carbon electricity, water stewardship, and stakeholder engagement.

#### **Remediation Program-wide Communications Team Lead (2022 to present)**

Dr. Harclerode leads a cross discipline communications team to provide external stakeholder communication support to help effectively communicate key messages for a remediation program to both internal and external stakeholders. As this communication program covers over 40 remediation sites nationwide, our communications team uses a programmatic approach to gain efficiencies and standardize the quality of content across the company's portfolio of sites. CDM Smith also leverages our in-depth knowledge of this program to provide the communication support to meet the needs of each remediation project that is consistent with the company's Corporate Communications processes. CDM Smith is participating in

#### **Education**

PhD – Environmental Management, Montclair State University, 2016

MS – Environmental Science, Rutgers University/New Jersey Institute of Technology, 2010

BS – Environmental Science and Biology, Muhlenberg College, 2005

#### **Certifications**

American Academy of Environmental Engineers & Scientist, Board Certified Environmental Scientist, Sustainability Specialty, 2017

#### **Years of Experience**

CDM Smith: 17

Total Years: 17

#### **Honors/Awards**

28th Annual APEX Awards for Publication Excellence; The winning article, *Integrating the Social Dimension in Remediation Decision-Making: State of the Practice and Way Forward*, was published in the Winter 2015 issue of Remediation Journal.

monthly teleconferences or video calls with the respective project leads to support the development of both strategy and tactile plans in response to both ongoing remediation outreach.

**Risk Communication Specialist, PFAS Contingency Plan and Action Plan, Municipal Client (2020).** Dr. Harclerode provided support on development of a PFAS Contingency Plan to support responding to expected upcoming regulations. The plan includes guidance, from risk and public communications perspective, on safe uses of water not treated for PFAS. Subsequently, Dr. Harclerode lead the development of a PFAS Action, a communication framework and compilation of outreach tools to aid effective and meaningful public outreach. The objective of the communication framework is to formalize when and how to engage customers and other public stakeholders about distribution system PFAS sampling results. The Action Plan is a living document that will be continuously updated to incorporate community and public stakeholder needs and concerns throughout outreach strategy implementation.

**Risk Communication Specialist, Water Supply Well, Private Client.** Dr. Harclerode collaborated with the client to develop responses to “tough questions” for a public engagement event concerning the presence of 1,4-dioxane and PFAS in drinking water supply wells. Message mapping technique was applied to formulate simple, concise responses that comprehensively contain pertinent information.

**PFAS Remedial Investigation, Design, and Interim Treatment, New York, Confidential Client (2019 to present).** Dr. Harclerode is the Project Technical Lead for an ongoing site investigation of an aqueous film forming foam discharge and testing area, discharged foam conveyance infrastructure, and an area of an identified accidental release event. Data visualization was used as a tool to assess contaminant migration pathways, PFAS compound specific plume footprints, and relationship of precursors concentrations with carboxylic acid groups, such as Perfluorooctanoic Acid. In addition, the CDM Smith team is performing a 6-month design/build of a temporary treatment system to remove PFAS from an existing groundwater air stripper treatment system effluent. The temporary system is response to regulatory drivers and will serve as a pilot study to inform full-scale design of a potential multicomponent remedy to include source zone remediation and risk management. A formal feasibility study, treatability study, and remedial design tasks is commencing.

**Groundwater, Surface Water, and Vapor CSM Lead, Private Client, MD (2018 to present).** Dr. Harclerode provides technical advisement on a multi-media, multi-plume active industrial site in which portions of the site are in remedial investigation, remedial action, and long-term monitoring. Contaminates of concern include chlorinated solvents, chlorinated benzenes, polychlorinated biphenyls, PFAS, and 1,4-dioxane. As part of remedial investigation activities, an extensive mass discharge assessment was performed to support evaluation of remedial action objectives and performance monitoring to inform commencement of groundwater extraction shutdown, passive reactor barrier maintenance/ decommission, and targeted injections for enhanced reductive anaerobic bioremediation.





HOLISTIC THINKING. SUSTAINABLE SOLUTIONS.

**Tony V. Harris, P.E.**  
*Partner*

**Professional History**

- *Interim Department Director, California Department of Transportation Chief Deputy Director, California Department of Transportation*
- *District Director (Los Angeles & Ventura Counties), California Department of Transportation*
- *Program Manager, California Department of Transportation*
- *Geometric Reviewer, California Department of Transportation*
- *Design Engineer, California Department of Transportation*
- *Highway Engineer, Federal Highway Administration*

**License**

- *Registered Professional Civil Engineer, State of California*

**Community Service**

- *Board of Directors, Child Abuse Prevention Center*
- *Board of Directors, California Transportation Foundation*

**Education**

- *North Carolina State University, BSCE*

Tony V. Harris, a co-founder of pointC LLC, is one of the most respected transportation professionals in the country and has a keen understanding of this complicated industry. His public sector experience at both the federal and state government levels along with his private sector experience has enabled him to utilize his vast transportation knowledge to develop consensus and viable technical solutions amongst many diverse constituencies for various transportation infrastructure programs and projects. His work includes:

- Serves as the project director, funding and implementation strategist to several public sector clients for transportation related improvements. Several clients include California Department of Transportation (Caltrans), Santa Barbara County Association of Governments, San Mateo County Transportation Authority, Transportation Agency of Monterey County, City of Arroyo Grande, Los Angeles World Airports and Los Angeles County Metropolitan Transportation Authority.
- Serves as the transportation strategic advisor / consultant to several private sector clients to develop solutions and partnerships to identify and implement solutions. Several clients include: NBCUniversal, Rancho Mission Viejo, Tejon Ranch Company, GenCorp, and Golden State Gateway Coalition.
- Served as the corridor advisor for the Highway 101 Carpinteria to Santa Barbara project to construct a HOV lane and rehabilitate the existing freeway. Construction phasing has been approved and strategies to leverage local funding to obtain state / federal funding for the approximately \$475 million project are underway.
- Served as the US 101 Peninsula corridor advisor for mobility improvements from San Francisco to San Jose. Improvements include express lanes, express bus service and mobility action plan. San Mateo County express lanes, approximately \$500 million project, is being implemented through combined public / private sectors funding on an accelerated 5-year schedule.
- Served as strategic funding and implementation director for Northwest 138 project in Los Angeles County. The environmental document (EIR/EIS) has been completed and strategies to fund and implement early improvements for the approximately \$700 million project are underway.
- Served as project manager and funding strategist for Interstate 5 HOV / Truck lane project in Los Angeles County. The environmental document (EIR/EA) along with a funding plan for the \$500 million project was completed within 22 months.
- Served as the project manager for the Highway 50 Mobility partnership, which develop a plan to reduced congestion in the corridor through a public private partnership. As a result, the California Transportation Commission provided congestion relief funding for the only local roadway in Proposition 1B Corridor Mobility Improvement Program in the entire state.
- Served as the Interim Director and Chief Deputy Director of Caltrans and managed the daily multi-modal operations of the largest state transportation department in the country. During this assignment, he led the department through three transportation programming cycles and periods of both significant growth and reduction while continuing to improve both State and Local Agency project delivery.

## SHEREEN HAYES

### CONTRACT ADMINISTRATOR



Ms. Shereen Hayes has over 8 years of experience providing contract administrative support to Project Managers and Program Managers in the transportation, rail, and aviation industry. She is experienced with reviewing, evaluating, preparing, logging, and tracking purchase orders, request for information, request for clarification/comment, contract change orders, submittals, subcontractor invoices and timesheets, and project correspondences as well as providing contract administration and scheduling. Ms. Hayes is also experienced in implementing and monitoring the documentation of job costs to provide accurate accounting for each project, certified payrolls, and fringe benefit statements; conducting contractor audits; and conducting employee interviews to verify prevailing wages. Her software skills include Bluebeam, AutoCAD, Microsoft Projects, and Procore. Due to her attention to detail, Ms. Hayes is adept at developing and maintaining detailed administrative and procedural processes that reduce redundancy, improve accuracy and efficiency, and achieve organizational objectives. She is a resourceful professional with organizational and communication skills to support Project Management activities and assist in projects that require engineering, construction, analytical problem solving, and teamwork.

### PROFESSIONAL EXPERIENCE

#### C2PM, Los Angeles, CA

**Contract Administrator.** Ms. Hayes is responsible for overseeing various C2PM project contracts including Los Angeles World Airport (LAWA) Automated People Mover, Bay Area Rapid Transit On-Call Environmental Support Services, Los Angeles County Metropolitan Transportation Authority (LACMTA) Rail Maintenance and Engineering Support Services for Maintenance of Way (MOW), Caltrans I-405 Improvements Design-Build, AC Transit Construction Management Services and LACMTA Environmental Support Services. She is responsible for providing contract administration; managing all staff members assigned to projects to ensure they provide the required services and documents in a timely and responsive matter consistent with client budgetary, regulatory, and strategic needs; managing and processing staff weekly timesheets and payroll for invoicing; preparing client-required forms and spreadsheets for invoicing; preparing invoices to clients and processing checks and invoices for payment to subconsultants; assisting with administering client contracts for invoicing and ensuring funds are available for billing; maintaining records and contracts for invoicing; monitoring reports for payment process by tasks/subs for accuracy; assisting with preparing annual compliance reviews and initiatives; reviewing monthly reports from subcontractors; preparing reports, presentations and data to upper management; preparing proposals and contracts for subcontractors; interfacing with project stakeholders and clients; and producing and reconciling company quarterly, monthly project progress, contract compliance (B2Gnow and LCPTracker), and prevailing wage reports. She is also well versed in a range of Human Resource responsibilities including onboarding, employee records, communications, and safety issues.

**Performance Period:** 01/2015 – Ongoing

#### Los Angeles County Metropolitan Transportation Authority, Rail Maintenance Engineering Support Services for Maintenance of Way, Los Angeles, CA

**Project Manager.** Ms. Hayes was responsible for managing all project activities starting with developing the scope, planning, scheduling, budgeting, procurement, and execution of projects until final delivery; developing contract documents including bid packages, bid schedules, addendums, bulletins and change orders; providing coordination in a dynamic environment with stakeholders and various departments and agencies; leading the Train Control bi-weekly meetings, allowing all stakeholders from various departments to be updated on project status; providing Capital Project budget analysis and project controls; acting as the Procore software manager responsible for maintaining all Capital Project files including design files, quality control activities; design submittal packages, Request for Information, field reports, project schedules, meeting minutes, and submittal logs; developing and submitting Union Letters and Board Reports for various Capital Projects; creating a standardized boiler plate for Scope of Work and Statement of Qualifications for projects ready for procurement; and providing technical input for engineering and construction related small to mid-size projects for the Los Angeles MOW and capital improvement projects. Projects include:

- E Line (Expo) Signal Aspect Standardization Project
- E Line (Expo) 18th and Flower Left Street Turn Gate
- E Line (Expo) LCP Modification Upgrade
- B Line (Red) Train Control Equipment Replacement

#### YEARS OF EXPERIENCE

8

#### EDUCATION

B.S., Civil Engineering, California State University, Fullerton, 2016

#### HIGHLIGHT OF QUALIFICATIONS

- ✓ Experience supporting teams in construction management, environmental services, and staffing
- ✓ Adept at communication solutions and problem solving with project teams and has a consistent record of maintaining schedules and budgets
- ✓ Over 8 years of experience in supporting project managers with the execution of agreements and supported efforts in developing work plans and invoices

## **SHEREEN HAYES**

### **CONTRACT ADMINISTRATOR**

---

- A Line (Blue) Power Supply Replacement
- Capital Project Fire Alarm Replacement at Various Divisions and Facilities
- Capital Project Vertical Transportation Software
- Capital Project B Line (Red) Uninterruptible Power Supplies & Battery Replacement

**Performance Period:** 02/2019 – 06/2020

### **Los Angeles World Airports, On-Call Specialty Inspection and Materials Testing, Los Angeles, CA**

**Project Administrator.** Ms. Hayes was responsible for assisting in streamlining the badging process needed to bring the staff to perform their inspection duties from the typical 6-8 weeks to less than three weeks allowing LAWA and the project to be staffed adequately and more responsive. She provided project administrative support as directed by the Project Managers including acting as point of contact with clients in preparation of task orders, Request for Proposals, Information for Bids (IFBs), proposals and company staff management; providing administrative support to the executive staff as directed by assisting with correspondence, mailings, office meetings and presentation materials; maintaining all project files and data entry for joint planning and tracking in addition to mandatory filings with Department of Industrial Relations (DIR) and prevailing wage requirements; providing guidance and technical direction to ensure compliance, business development, and enhanced communication with clients; and establishing company goals and developing strategies.

**Performance Period:** 01/2015 – 01/2019

### **City of Los Angeles Bureau of Engineering, 6<sup>th</sup> Street Viaduct Replacement, Los Angeles, CA**

**Engineer Intern.** The City of Los Angeles 6th Street Bridge is the first Construction Management / General Contractor contract awarded by the City of Los Angeles to demolish and rebuild the existing 6th Street Bridge and replace it with an iconic new concrete structure. Ms. Hayes was responsible for attending construction and project management team coordination meetings with various stakeholders, including various City Departments involving Bureau of Engineering, Los Angeles Department of Transportation and Construction Administration in addition to the Designer of Record and the construction JV team members; producing project related exhibits using AutoCAD and Bluebeam to assist in the project design and construction activities; and developing takeoffs to assist the project team in estimates and exploring financial funding aspects with the project engineer and architect.

**Performance Period:** 05/2014 – 08/2014

# Lisa Heckendorn-Blake, PMP

## Construction Scheduler and Constructability Review

### Overview

Lisa has 41 years of experience in planning, scheduling, budget development, cost/change management, construction management, and team coordination. She is highly experienced in performing under complicated and tight schedules requiring completion by a fixed deadline. As a project management professional, she has utilized software programs such as Primavera 6, Expedition Contract Manager, and Microsoft Project for more than 30 years. Lisa has worked on projects at more than 70 different aviation facilities in the last 10 years.



### Experience

**Ground Transportation Program | Landside Access Modernization Program (LAMP) at Los Angeles International Airport (LAX), Los Angeles, CA** – In support of the Environmental Impact Report for the LAX LAMP, Lisa developed a preliminary construction schedule that was used to address the emissions resulting from the construction of the components of the LAX Ground Transportation Program. The LAX Ground Transportation Program included an Automated People Mover (AMP) with multiple boarding stations and a Maintenance Facility, multiple parking garages, a ground transportation center, elevated walkways, a Consolidated Rental Car Facility, and roadway improvements.

**Terminal Modernization Program at Pittsburgh International Airport (PIT), Pittsburgh, PA** – Lisa provided cost consulting and program management support services for this project that included several elements such as retail, concessions, food court area, restrooms, escalators, new terminal, airline and airport support spaces, baggage, security, passenger and public circulation spaces, concourses, utilities, roadways, bridges, wayfinding, and a multi-modal complex with parking lots, garage facility, customer service building, passenger walkway and quick-turn-around facility.

**Airfield and Terminal Modernization at Los Angeles International Airport (LAX), Los Angeles, CA** – Lisa provided scheduling/phasing for the project that included the demolition of existing pavement; the demolition and relocation of multiple structures including a fuel farm; the construction of new exit and connector taxiways; the construction of a new Taxiway D; new Concourse 0 Terminal Design and Apron Paving; Terminal 9 Enabling Projects, Terminal, Apron, Roadway Concepts and Airfield Improvements; Terminal / Concourse 9 Preliminary Enabling Projects; and New Terminal 9 Parking Deck and Apron.

**Terminal Apron Reconstruction at Memphis International Airport (MEM), Memphis, TN** – Lisa prepared phasing plan schedules using Primavera 6 for this terminal apron reconstruction project, which included evaluation of the engineering study and survey data and coordination with the airlines to create a strategy for the phasing of this project. The project affected approximately 355,000 square yards of apron and other pavements. The work also included scheduling for the renovations and a 20,000 square foot addition to the existing terminal, which the apron surrounds.

### EDUCATION

Bachelor of Science,  
Chemical Engineering,  
Grove City College, Grove  
City, PA | 1981

### CERTIFICATION

Project Management  
Professional (PMP) | 2011

### YEARS OF EXPERIENCE

41

### WORK HISTORY

Connico, 2002-Present  
Hanscomb, 2000-2002  
CDI, 1998-1999  
Lockheed Martin, 1996-1998  
Theta Techn., 1989-1996  
Belcan Techn., 1987-1989  
Westinghouse Nuclear  
Services Div., 1985-1987  
Goodyear Atomic, 1981-1985

### AFFILIATIONS

Airport Consultants  
Council; American  
Association of Airport  
Executives; Airport  
Minority Advisory Council;  
Project Management  
Institute

# CONNICO



# Lisa Heckendorn-Blake, PMP

## Construction Scheduler and Constructability Review



**Master Plan Update at Boise International Airport (BOI), Boise, ID** – Lisa provided estimating support for the project that included 111 projects separated into six categories: ground access, terminal area, airfield pavement demolition, new airfield pavement, NAVAIDs, and general aviation, cargo and support. The General aviation projects included storage facility, hangars, aprons, and a cargo facility.

**On-Call Technical Airport Planning Consulting Services at San Diego International Airport (SAN), San Diego, CA** – Lisa provided estimating support for this project that addressed three options for developing the Southeast Land Use Area at the Airport: Southeast Area Study - Aircraft Rescue and Fire Fighting Facility and Support Facilities Alternative 2; Southeast Area Study - North Cargo Alternative 3; and Southeast Area Study - South Cargo Alternative 3.

**Access Control and Security Systems Replacement at Portland International Airport (PDX), Portland, OR** – Lisa provided scheduling services for the phased replacement of access control and security systems. Phase 1 included the requirements review, identity management system development, access control system development, biometric credentialing recommendation, program implementation strategy development, north and south midfield checkpoints layout and conceptual design, and perimeter gate modification conceptual design. Phase 2 included the development of the detailed documents necessary to procure the identification management system and the access control system after completion of the 30-percent conceptual design.

**Runway Rehabilitation, Remaining Runway 5-23 and Taxiway C at Norfolk International Airport (ORF), Norfolk, VA** – Lisa provided scheduling services for the project that included the rehabilitation of Runways 5-23 and 14-32, including: Runway 5-23 asphalt rehabilitation and grooving; Runway 5-23 centerline lights replacement and associated lighting vault upgrades; Runway 5-23 full-depth and partial-depth Portland cement concrete pavement (PCCP) replacement and rehabilitation; and Runway 14-32 asphalt rehabilitation, grooving and sealcoat.

**Safety Enhancement Program Management at Blue Grass Airport (LEX), Lexington, KY** – Lisa assisted the airport's engineering staff in implementing the Lexington Bluegrass Airport Taxiway Safety Enhancement Program (TSEP). The TSEP program provides for improvements to the airfield's Taxiway system, bringing the north half of the taxiway system into compliance with current Federal Aviation Administration (FAA) design criteria. Construction of the TSEP required construction of several phased non-taxiway projects, including a Snow Removal Equipment and Maintenance Facility, an Aircraft Rescue and Fire Fighting Facility (ARFF), and construction and removal of various taxiways. The ARFF facility included the design and construction administration for all site work, buildings and pavements and will be designed to achieve the requirements of the airport fire department, in accordance with the FAA's Advisory Circular 150/5210-15.

### OFFICE LOCATION

Hebron, KY

### REFERENCE

Tony Skidmore, Vice President, CDM Smith, 949-752-5252, SkidmoreAJ@cdmsmith.com

## David J. Hunley, PE | Estimating Review

### Overview

Mr. Hunley has 39 years of experience with responsibilities including cost estimating, scheduling, construction oversight and administration, resident project representation, design support, and engineering fee reviews. He has worked on projects at more than 85 different aviation facilities in the last 10 years.



### Experience

**Ground Transportation Program | Landside Access Modernization Program (LAMP) at Los Angeles International Airport (LAX), Los Angeles, CA** – David provided California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) environmental analyses/document preparation and entitlements support services for certain key components to the LAX Ground Transportation Program which included the LAX Intermodal Transportation Facility (ITF), the Automated People Mover (APM) system and associated terminal interfaces, new roadway infrastructure to serve LAX facilities, and a Consolidated Rent-A-Car Center (CONRAC).

**Terminal Modernization Program at Pittsburgh International Airport (PIT), Pittsburgh, PA** – David provided cost estimating services for this project that included several elements such as retail, concessions, food court area, restrooms, escalators, new terminal, airline and airport support spaces, baggage, security, passenger and public circulation spaces, concourses, utilities, roadways, bridges, wayfinding, and a multi-modal complex with parking lots, garage facility, customer service building, passenger walkway and quick-turn-around facility.

**Airfield and Terminal Modernization at Los Angeles International Airport (LAX), Los Angeles, CA** – David provided cost estimating services for the project that included the demolition of existing pavement; the demolition and relocation of multiple structures including a fuel farm; the construction of new exit and connector taxiways; the construction of a new Taxiway D; new Concourse 0 Terminal Design and Apron Paving; Terminal 9 Enabling Projects; Terminal, Apron, Roadway Concepts and Airfield Improvements; Terminal / Concourse 9 Preliminary Enabling Projects; and New Terminal 9 Parking Deck and Apron.

**Terminal Modernization at Memphis International Airport (MEM), Memphis, TN** – David provided cost estimating for this multi-phased project that included consolidating airline, food, beverage, and retail concessions into the B Concourse and improvements such as additional walkways, wider corridors, larger boarding areas, high-ceiling and increased natural lighting. The removal of the south ends of the A and C Concourses to allow for unobstructed access by aircraft to the entire B Concourse as well as roof replacement work were included in the scope of work.

**Master Plan Update at Boise International Airport (BOI), Boise, ID** – David provided cost estimating for the project that included 111 projects separated into six categories: ground access, terminal

### EDUCATION

Bachelor of Science, Civil Engineering, University of Tennessee, Knoxville, TN | 1983

### CERTIFICATION

Professional Engineer (PE):  
GA #045926; HI #14447; KY  
#18793; MI #6201057418; OH  
#69096; and TN #100806

### YEARS OF EXPERIENCE

39

### WORK HISTORY

Connico, 1992-Present  
Metro. Nashville Airport  
Authority, 1991-1992  
Mize Asphalt and  
Concrete Paving Co., 1990-  
1991  
Mike Campbell  
Construction Co., 1987-  
1990  
W. S. Cifers Construction  
Co., 1985-1987  
Brown Brothers, Inc., 1983-  
1985

### AFFILIATIONS

Airport Consultants  
Council; Airports  
Council International;  
American Association  
of Airport Executives;  
American Society of  
Civil Engineers; National  
Society of Professional  
Engineers

CONNICO



## David J. Hunley, PE | Estimating Review



area, airfield pavement demolition, new airfield pavement, NAVAIDs, and general aviation, cargo and support. The General aviation projects included storage facility, hangars, aprons, and a cargo facility.

**Runway Rehabilitation, Remaining Runway 5-23 and Taxiway C at Norfolk International Airport (ORF), Norfolk, VA** – David provided cost estimating services for the project that included the rehabilitation of Runways 5-23 and 14-32, including: Runway 5-23 asphalt rehabilitation and grooving; Runway 5-23 centerline lights replacement and associated lighting vault upgrades; Runway 5-23 full-depth and partial-depth Portland cement concrete pavement (PCCP) replacement and rehabilitation; and Runway 14-32 asphalt rehabilitation, grooving and sealcoat.

**Terminal Modernization at George Bush International Airport (IAH), Houston, TX** – David provided cost estimating services for the following elements included in this project that was part of an on-call contract: architectural finishes, new check-in counter millwork, ticket lobby enhancements, conveyance system, electrical system, exterior waterproofing and roof repairs, fire protection system, boarding bridges gate support equipment, heating/ventilation/air conditioning (HVAC) system, holdroom, gate station counter replacement, natural gas system, restroom renovation/ expansion, sanitary sewer system, structural system, storm water system, water system, and Starbucks relocation.

**Runway 3L-21R and Associated Taxiways Reconstruction at Detroit Metropolitan Wayne County Airport (DTW), Detroit, MI** – David provided cost estimating and construction administration for the project that included the reconstruction of Runway 3L-21R with more than 450,000 square yards of pavement including associated taxiways. Also included are portions of the Runway 3L Deicing Pad (also known as P-P Deice Pad) as well as a new centralized deicing pad that is being designed parallel with the runway. Associated utility relocations and storm drainage installations were included in this project. The existing runway is 200 feet in width with no shoulders. The reconstructed runway was 150 feet wide with 35-foot shoulders. Associated service roadways, runway and taxiway edge lighting, and signage were also included.

**On-Call Technical Airport Planning Consulting Services at San Diego International Airport (SAN), San Diego, CA** – David provided cost estimating for this project that addressed three options for developing the Southeast Land Use Area at the Airport: Southeast Area Study - Aircraft Rescue and Fire Fighting Facility and Support Facilities Alternative 2; Southeast Area Study - North Cargo Alternative 3; and Southeast Area Study - South Cargo Alternative 3.

### OFFICE LOCATION

---

Hebron, KY

### REFERENCE

---

Barb Schempf, Vice President, Planning and Development, Kenton County Airport Authority  
859-767-7800,  
bschempf@cvgairport.com



## David J. Jensen, PE, PMP, BCEE, LEED® BD+C, ENV SP Sustainability

Mr. Jensen has over 30 years of experience in environmental engineering with an emphasis in program management. His experience includes management of large, multi-discipline programs and projects involving environmental planning and compliance, sustainability, regulatory negotiations, design, construction and operation and maintenance, public outreach, site investigation and remediation, and property redevelopment. Mr. Jensen's areas of service span the sectors of water, wastewater, environmental services, and transportation.

**Project Manager, Airfield and Terminal Modernization Program, Los Angeles World Airports, Los Angeles, California, October 2017 – Present.** Mr. Jensen is the project manager and principal-in-charge of CDM Smith's \$15M contract supporting the Los Angeles International Airport (LAX) Airfield & Terminal Modernization Project (ATMP). The ATMP is a multi-billion dollar program that includes improvements to the LAX north airfield taxiways, a new full service terminal, a new concourse, roadway improvements to facilitate entrance to and exit from the Central Terminal Area and reduce congestion on local roads, and provide additional access to the planned Automated People Mover and public transit. Under Mr. Jensen's leadership, CDM Smith is assisting Los Angeles World Airports (LAWA) in developing project phasing, performing environmental clearance under California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA), providing conceptual engineering of roadway improvements, supporting public outreach, and performing special studies to support project planning and execution. Mr. Jensen served as principal-in-charge for CDM Smith's similar CEQA and related environmental work on other major capital improvement projects at LAX, including the new Bradley International Terminal and the Landside Access Improvement Project.

**Project Director, On-Call Technical and Consulting Services, LAWA, Los Angeles, California, 2004 to Present.** Mr. Jensen has served as CDM Smith's principal-in-charge and program manager for providing environmental services to LAWA since 2004. The services provided by CDM Smith, through a series of three year on call contracts, include studies and technical solutions to support LAWA's multi-billion dollar LAX modernization, CEQA and NEPA compliance for terminal and other improvement projects, evaluation of alternative fuels for ground service equipment, sustainability support, stormwater management, air quality and greenhouse gas emission evaluations, environmental compliance and agency negotiations, phase I and II assessments, remedial investigation and design, risk assessment, groundwater monitoring, underground storage tank management, and hazardous waste management. Mr. Jensen developed and implemented LAWA's first sustainability plan, which became a model used by other city agencies. He also developed LAWA's Sustainable Design and Construction Guidelines and an Environmental Management System for the Ontario International Airport. As part of the sustainability program, he served as project administrator for LEED certifications of the new Bradley West Terminal, Central Utility Plant, Bradley Renovations, Interim West Bus Terminal, new Aircraft Rescue and Firefighting building, and Bradley West Renovations.

**Project Director, On-Call Environmental Consulting and Entitlement Support Services, LAWA, Los Angeles, California, September 2013 – October 2016.** LAWA's Capital Programming and Planning Group (CPPG) is responsible for a capital improvement

### Education

MS – Chemical Engineering; University of California, Berkeley, 1986

BS – Chemical Engineering; University of California; Santa Barbara, 1984

### Registration

Registered Professional Chemical Engineer, California

### Certifications

Certified Project Management Professional (PMP), Project Management Institute

LEED Accredited Professional (BD+C), US Green Building Council

Envision Sustainability Professional, Institute for Sustainable Infrastructure

### Honors/Awards

BCEE, American Academy of Environmental Engineers & Scientists



program, landside, airfield, and terminal planning. The CPPG also manages all environmental evaluations required under CEQA and NEPA. Mr. Jensen serves as project director for CDM Smith's on-call environmental planning services contract with CPPG. The services provided by CDM Smith under this contract have included preparing CEQA/NEPA documentation for terminal, and other improvement projects, performing air quality analysis and developing regulatory strategies, and special environmental mitigation and evaluation studies.

**Program Manager, Sustainability Performance Improvement Management System, LAWA, Los Angeles, California, August 2007 – July 2012.** Mr. Jensen served as program manager for the development and implementation of LAWA's first sustainability program. Through this program, CDM Smith facilitated the creation of LAWA's Sustainability Plan, which established goals and targets, and identified new sustainability initiatives. LAWA's plan became a model used by other city agencies. Mr. Jensen also oversaw the development of LAWA's annual Sustainability Report, an Environmental Management System for Ontario International Airport, and the development of LAWA's Sustainable Design and Construction Guidelines. Mr. Jensen served as program manager for the implementation of these guidelines and the certification of projects under the US Green Building Council LEED system for five major capital improvement projects, including the new Bradley West Terminal and the new Central Utility Plant.

**Project Director, Facilities Management Implementation Planning, LAWA, Los Angeles, California, March 2008 – April 2009.** Mr. Jensen served as project director for CDM Smith's work to provide facilities management planning services for LAX. The objectives of this project were to establish a baseline of current facilities management practices, recommend a framework for developing future practices, and recommend next steps for near term improvements. CDM Smith completed assessments of LAWA's current management practices, information technology capabilities related to facilities management, and organizational structure. CDM Smith also developed a best management practices white paper and a Facilities Implementation Management Plan. The implementation plan included a recommended governance structure for developing a more formal facilities management program at LAX, recommended LAWA develop an asset register in the near term and included other key recommendations for further development of the facilities management program.

**Technical Director, Eastside Phase II (Gold Line Extension), Los Angeles County Metropolitan Transportation Authority, Los Angeles, California, February 2018 – Present.** As technical director, Mr. Jensen worked with project teams in setting up and executing multiple, large EIRs for Metropolitan Transportation Authority (MTA) transit projects including the Eastside Extension (Gold Line) and Regional Connector projects and performing an analysis of extending light rail service to LAX. For the Eastside Extension, CDM Smith and its joint venture partner are working with LA Metro to develop transit alternatives for a nine-mile extension of the light rail Metro Gold Line. The joint ventures total project budget is \$26.8M and, under the \$8M Mod 18, the team is currently working on the environmental clearance and conceptual engineering. The estimated cost for this project ranges from \$2.5B to \$6B, depending on which alternative is ultimately chosen. For this project, Mr. Jensen is serving as technical director and is supporting the project management team in implementing the QA/QC plan, managing project budgets, realigning work efforts to respond to project changes, and improving overall project performance.



**EcoTierra**  
c o n s u l t i n g

## **JENNIFER JOHNSON / PROJECT MANAGER**

### ***Experience Summary***

Ms. Jennifer Johnson, Project Manager at **EcoTierra Consulting, Inc.**, has more than 22 years of experience in land use analysis and preparation of environmental review documents pursuant to CEQA and NEPA. Ms. Johnson has assisted and managed projects involving the preparation of environmental documentation for both private and public sector clients, including but not limited to high-density residential projects, mixed-use projects, hotel development, office projects, educational/institutional projects, and entertainment and sporting facility projects. Ms. Johnson specializes in the preparation of EIR sections for aesthetics, cultural resources, land use, population and housing, public services, transportation, tribal cultural resources and utilities.

### ***Education Background and Professional Affiliations***

- B.A. in Environmental Studies and Public Policy & Management – University of Southern California
- Association of Environmental Planners (AEP)

### ***Project Experience***

#### ***EIRs***

- 1100 E. 6<sup>th</sup> Street EIR
- 1375 S. Andrews EIR
- 676 Mateo Street Project EIR
- 8899 Beverly Boulevard Project EIR
- Academy Square Project EIR
- Barstow Walmart EIR
- City of Agoura Hills General Plan Update EIR
- City of El Segundo General Plan Update EIR
- El Segundo Corporate Campus EIR
- Hollywood Park Redevelopment Project EIR
- ICON at Panorama EIR
- LAAFB Land Conveyance, Construction EIR
- Los Angeles Memorial Coliseum EIR
- Metro Universal Project EIR
- Museum of Tolerance EIR
- Museum Square Office Building EIR
- Palisades Landmark Condominium Project EIR
- Target at Sunset and Western EIR
- The REEF EIR
- City of Sierra Madre General Plan Update EIR
- Spring Street Hotel Project EIR

- The Grand Avenue Project EIR
- Vermont Corridor Project EIR
- Wilshire Boulevard Condo Project EIR
- Wilshire Grand Redevelopment Project EIR

#### ***Initial Studies/MNDs/EAs***

- 1334 Flower Street IS/ND
- Beverly Connection MND and Addendum
- Boeing Selby Block Zone Change GP IS/MND
- El Segundo Boeing S50 Bldg. Expan. IS/MND
- El Segundo Boeing S50 Bldg. Addition IS/MND



## Wendy Anne Lex

(949) 370-7936  
wendylex@outlook.com

---

### Professional Profile

- Seasoned and accomplished expert with over 22 years of professional experience.
- Managed multiple Los Angeles International Airport (LAX) / San Diego International Airport (SAN) environmental impact documents from inception to public publication.
- Collaborative experience working with scientists, engineers, legal, public and federal officials.
- Extensive technical/legal document control/production expertise in printed/digital/web formats.
- Proven record of meeting deadlines and solving document control/production related issues.
- Superior results through effective team leadership and teamwork, individual contribution, thorough research.

### Core Competencies

- Experienced with Multiple Document Management/Production/Creation Tools
- Expert in Microsoft Office Suite and Access
- Expert in InDesign, Photoshop, Acrobat, Illustrator
- Certified Microsoft Word Expert
- Digital Media Production
- Document Lifecycle Management

### Experience

**Owner Lex Consulting, Laguna Hills, CA** (February 2001 - Present). Sole owner of boutique word/data processing, technical writing/editing and document control/production solution firm. Recent projects include inception to publication production and document tracking of LAX Airfield And Terminal Modernization Project Draft and Final Environmental Impact Report and Environmental Assessment, LAX Specific Plan Amendment Study EIR, Bradley West Project EIS/EIR, Crossfield Taxiway Project EIR, South Airfield Improvement Project EIS/EIR, LAX Master Plan EIS/EIR (compilation of over 20 engineer/authors final products for public printing, and Web/CD versions of all documents), and the San Diego Programmatic Document, Airport Site Selection Plan Document, and Master Plan Update (document control/tracking and creation of templates for author input, compilation of draft product for client review, and production of document for client review).

**Lead Word Processor, Camp Dresser & McKee Inc., Irvine, CA** (October 1999-February 2001). Managed document production for major environmental engineering firm including correspondence, technical reports, white papers, budgets, project projections, proposals, and interoffice correspondence.

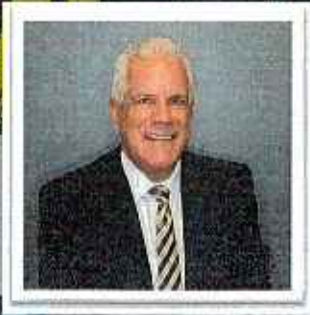
**Legal Secretary, Philadelphia, PA** (1983-1990). Duties included word processing, document production, budget preparation, transcription, teaching word processing, secretarial scheduling, paralegal research, and case filings.

**Legal Secretary, Collier, Shannon, Rill, Edwards & Scott, Washington, D.C.** (1979-1982). Duties included lead secretary for senior partner, legal document control/tracking, paralegal research, coordinating law student recruitment, filing, word processing, dictation and transcription, phone and voluminous file duties.

### Education & Skills

Attended University of Phoenix, Information Technology Program and Rowan College of New Jersey (Law and Justice Major). Document Management, word processing, transcription, expert in SharePoint, Microsoft Word, PowerPoint, Visio, Access, Adobe InDesign, Acrobat, Illustrator and Photoshop, Word Perfect, video/graphic/photo rendering for web or digital reproduction, email and scanning.

.....



**Tony Locacciato, AICP**

**Partner**

*Practice Group Leader, Environmental Compliance and Planning*

## **About**

Mr. Locacciato is an urban and regional planner with 40 years of diverse experience in planning and environmental analysis. His background in consulting, public sector planning, and private development results in an understanding of the relationships between land use regulations, environmental impacts, and the implementation of projects.

Mr. Locacciato has experience in land use planning; land use studies; the preparation of Specific Plans, Master Plans, Environmental Assessments (EAs), Program and Project Environmental Impact Reports (EIRs), Supplemental EIRs and Addendums to EIRs, Initial Studies, and Mitigated Negative Declarations; and site feasibility and constraints analysis. He also has provided a wide range of environmental consulting services to cities, including the preparation of EIRs, the review of EIRs, and the direction of mitigation monitoring programs.

Mr. Locacciato has been involved in the planning and environmental review of commercial, industrial, residential, and mixed-use projects in urban and rural settings for communities throughout California as well as for a wide variety of public infrastructure and public facility projects. His specialty is the management of complex multidisciplinary projects including mixed use master plans and specific plans. Mr. Locacciato provides oversight and direction of projects and directly manages complex projects.

## **Education**

Bachelor of Science, City and Regional Planning  
California Polytechnic University, San Luis Obispo

## **Affiliations**

American Institute of Certified Planners

American Planning Association

Association of Environmental Professionals

Urban Land Institute



## **Relevant Project Experience**

California Environmental Quality Act (CEQA) lead technical person for the **Land Access Modernization Project (LAMP) at LAX International Airport** for the Los Angeles World Airports (LAWA). LAWA intends to reconfigure all ground access to Los Angeles International Airport (LAX) and implement a streamlined people-mover system (APM) to reduce traffic congestion at LAX. The project includes an APM and six stations, three of which would be located in the Central Terminal Area, and off-site intermodal transportation facilities, and a consolidated rental car facility. The project includes the preparation of an Environmental Impact Report (EIR) to comply with CEQA and an environmental assessment to address Federal Aviation Administration concerns. The preparation of the EIR addresses numerous issues related to historic structures (the iconic Theme Building), traffic and transportation, re-location of major infrastructure, and use compatibility, and other topics. As part of the project, substantial agency consultation was conducted with federal, state and local agencies.

Technical review for the **LAX Mid-Satellite Concourse (MSC) EIR** for LAWA. Completed review of land use and other sections for the EIR for the MSC project and provided technical guidance.

Project Manager for the **LAX Northside Peer Review** project for LAWA. Provided peer review of the Administrative Draft EIR for the Northside Plan Update Project, focusing on the organization and presentation of the technical information and analysis and compliance with CEQA.

Principal for the **Ontario Airport South Airport Cargo Center Project EIR**. The Project includes the proposed relocation of the Ontario International Airport Authority Administrative Offices and the South Secured Area Access Point to other locations at the Airport, demolition of the existing buildings, site improvements on the Project site, and development of an air cargo facility. The Project includes the development of a main cargo building, aircraft apron improvements, parking structure, roadway improvements, and site improvements, including landscaping and utility improvements.

Assisted with the preparation of an EIR for and working with the City of Inglewood on an automated people mover, the **Inglewood Transit Connector**, that will serve the Forum, the under-construction Los Angeles Sports and Entertainment District, and the proposed Inglewood Basketball and Entertainment Center. This project would

connect these venues with the under-construction Metro Crenshaw/LAX Line, providing regional transit access to the venues as well as LAX via the Metro and the under-construction LAMP at LAX.

Principal for the **Baldwin Hills Crenshaw Plaza Master Plan Project EIR**. This project seeks to transform the existing Baldwin Hills Crenshaw Plaza development from a fenced-in traditional mall surrounded by perimeter retail development and very large surface parking lots to a vertical mixed-use transit- and pedestrian-oriented development, located adjacent to the LAX-Crenshaw light rail line. Implementation of the project would result in a mixed-use retail, commercial, office, hotel, and residential project totaling approximately 3,072,956 square feet of floor area.

Principal for the **Refined Vermont and Manchester Project Transit Priority Exemption** in the City of Los Angeles. The project proposed 180 affordable residential units, a transit plaza and open space, community serving commercial retail uses, and a boarding school facility. Managed preparation of revised documentation and coordination of technical studies.

CEQA lead investigator for the **Relocation of the Bob Hope Terminal at Hollywood Burbank Airport**. Project involved relocation of all ground-based terminal operations and reconfiguration of taxiways at the air. The project was a joint venture by the City of Burbank and the Burbank-Glendale-Pasadena Airport Authority. Led all technical and policy efforts to complete the EIR that addressed both the terminal and taxiway improvements, and the re-use of the former Lockheed site for commercial uses.

Project director for the **West Main Street Corridor Redevelopment Master Plan EIR** in Alhambra, California. The project involved a Master Plan for the redevelopment of a five-block portion of West Main Street in downtown Alhambra, as well as the redevelopment of four sites in downtown Alhambra totaling approximately 13.96 acres and would result in the creation of nearly 70,000 square feet of commercial uses, residential units, including for-sale condominiums and rental apartments, and offices.

## Education

Diploma – Engineering, Saint Francis Xavier University

Bachelor of Science – Civil Engineering, Technical University of Nova Scotia

## Certifications and Licenses

Professional Engineer, Virginia

## Professional Affiliations

Airports Council International-North America – Member

American Association of Airport Executives – Corporate Member

Institute of Transportation Engineers

## Years of Experience

Ricondo: 15

Other Firms: 9

## Office Location

Alexandria, Virginia

# Darrin P. McKenna, PE

Vice President



Mr. McKenna is a Vice President with nearly 25 years of experience in airport landside transportation planning, traffic engineering and design, operational analysis, traffic simulation, and intelligent transportation systems. Mr. McKenna joined Ricondo in 2006 following nine years of experience with two nationally recognized transportation engineering and planning firms.

Mr. McKenna is currently supporting consulting efforts for multiple clients, including the Los Angeles World Airports (LAWA), the Metropolitan Washington Airports Authority (MWAA), the Port of Seattle, and the City of Charlotte Department of Aviation. For LAWA, he is leading the on-airport and supporting the off-airport traffic analyses for the On-Call Airport Strategic Operations Consulting Services, as well as the Airfield and Terminal Modernization Project at Los Angeles International Airport (LAX). These efforts focus on existing and near-term operational analysis and mitigations, along with long-term concept development and traffic analysis both on- and off-airport at LAX.

As part of the Advanced Planning and On-Call Planning Services IDIQ contract for the Port of Seattle, he is a member of the Project Management Team overseeing landside tasks. He led the Ground Transportation Planning Study to develop and evaluate immediate commercial ground transportation facility improvement alternatives aimed at improving traffic flow on the terminal access roadways and the Arrivals Drive. He also recently led the landside portion of the Terminal 2 Program Development Study at Seattle-Tacoma International Airport which included development of Terminal 2 processor and landside (roadways and curbs) requirements and concepts. These concepts were taken through a detailed evaluation process to assess feasibility and determine a preferred alternative which fit within the Sustainability Airport Master Plan (SAMP) footprint but improved upon the SAMP concept.

Mr. McKenna also serves as the Project Manager for on-call planning services for MWAA, the operator of Washington Dulles International (IAD) and Ronald Reagan Washington National (DCA) Airports, where he oversees a variety of airport planning efforts including landside, terminal, airfield, environmental, and land use planning. He is currently leading refinements of the proposed landside redevelopment program including new parking and rental car roadway infrastructure improvements at DCA, where he is also leading the development of a new roadway signage program. For IAD, he is overseeing multiple efforts including refinements of the previously developed airport visioning program. For Charlotte International Airport, he is currently managing a campus-wide parking study which has been expanded to a landside master planning study. He leads Ricondo's landside model/simulation capabilities for modeling traffic operations, including curbside and roadway demand; vehicle and pedestrian interactions; and assessing measures of effectiveness for more than 20 clients.

Mr. McKenna has led Ricondo's efforts on nearly 20 separate landside-related planning studies at LAX, including the Landside Access Modernization Program, the North Airfield Safety Improvements Study, the Strategic Transportation Master Plan Study, and various central terminal area operational analyses including micro-simulation and maintenance of traffic analyses.



### **Education**

Bachelor of Arts – International Studies, University of California, Irvine

Master of Science – City Planning and Regeneration, University of Glasgow

### **Professional Affiliations**

Airports Council International-North America – Member

American Association of Airport Executives – Corporate Member

### **Years of Experience**

Ricondo: 3

Other Firms: 6

### **Office Location**

Los Angeles, California

## **Arya J. Moalemi**

Senior Consultant



Mr. Moalemi joined Ricondo & Associates, Inc. (Ricondo) in 2019. Since then, he has assisted with projects related to the development of environmental tasks related to the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA), including developing NEPA environmental impact statements (EISs), environmental assessments (EAs), and categorical exclusions, and CEQA environmental impact reports (EIRs) and categorical exemptions for wide-ranging airport projects. In addition, Mr. Moalemi has assisted with tasks related to the development of airport land use compatibility plans (ALUCPs) as well as community engagement.

Currently, Mr. Moalemi is involved with the development of the EA and EIR for the Ontario International Airport (ONT) South Airport Cargo Center Project; the EIS for the West Virginia International Yeager Airport Airfield, Safety, and Terminal Improvement Project; and categorical exemptions for various projects at ONT. Recently, Mr. Moalemi was involved with the development of the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project EA and an addendum to the LAX Landside Access Modernization Program EIR.

Additionally, Mr. Moalemi is involved with the development of the Vision Study for Van Nuys Airport as well as the ALUCP update for San Diego International Airport.

Mr. Moalemi's background in environmental and urban planning extends to work with various agencies and consulting firms in California. This includes working as a consultant managing NEPA and CEQA environmental reviews for public works projects, as well as working with the Santa Ana Watershed Project Authority and the Inland Empire Utilities Agency as a planning document writer.

## John R. Pehrson, PE

### Air Quality/Greenhouse Gas/Climate

Mr. Pehrson is a senior air quality engineer with over 40 years of professional experience. Mr. Pehrson has experience with criteria air pollutant, greenhouse gas, and toxic air contaminant emission inventories, air dispersion modeling, health risk assessments, and air quality permitting. He has conducted dispersion modeling for biogas feasibility, wastewater treatment plant, solid waste facility, groundwater and soil remediation, airport development, and marine port development projects.

Mr. Pehrson has also been involved with numerous environmental projects related to regulatory compliance and acquisitions. He develops air quality modeling protocols for regulatory review and has coordinated and negotiated on behalf of clients with the South Coast Air Quality Management District, California Air Resources Board, and U.S. Environmental Protection Agency – Region 9. He leads a team of air quality professionals that routinely prepare Title V permit renewals, annual and semi-annual emission inventory reports, and conduct odor modeling.

#### **Aviation – Environmental Assessments and General Conformity**

**Task Lead, Airfield and Terminal Modernization Project, Los Angeles International Airport, Los Angeles World Airports, Los Angeles, California, 2018-2021.** Mr. Pehrson is currently serving as the technical lead for the air quality impact analysis, health risk assessment, and greenhouse gas evaluation for the Los Angeles International Airport (LAX) Airfield and Terminal Modernization Project. The proposed project includes a major renovation of the north airfield taxiways, additional of new terminal and course areas, and landside access modifications. Mr. Pehrson leads the CDM Smith team conducting the air quality impact analysis, greenhouse gas emission inventories, and human health risk assessment for inclusion in the National Environmental Policy Act, California Environmental Quality Act (CEQA), and Clean Air Act General Conformity Determination documents. His team creates the inputs, runs, and interprets the results from the FAA's Aviation Environmental Design Tool (AEDT) model, U.S. Environmental Protection Agency (USEPA's) Agency Regulatory Model (AERMOD) dispersion model, and California's Emission FACTor (EMFAC) and OFFROAD motor vehicle and off-road equipment emission models for multiple alternatives and horizon years. Finally, his team reviewed almost 100 potential mitigation measures and sustainability options to reduce project-related impacts.

**Project Technical Leader, Input to 2022 Air Quality Management Plan, Los Angeles World Airports, Los Angeles, California, 2019-2021.** Mr. Pehrson serves as the project technical leader and task leader for the development of baseline (2018) and future (2023-2037) airport-wide emission inventories for LAX and Van Nuys Airport (VNY). These inventories were developed in conjunction with the update to the State Implementation Plan (SIP) for the South Coast Air Basin (referred to as the 2022 Air Quality Management Plan). He completed the baseline and future criteria air pollutant and greenhouse gas (GHG) emission inventories for both airports. The inventories include emissions from aircraft and auxiliary power units. The emission inventories were submitted to the South Coast Air Quality Management District and the aircraft emissions

#### **Education**

MBA – California State University, Fullerton, 2000

BS – Chemical Engineering, University of California, Davis, 1981

#### **Registration**

Professional Engineer (Chemical), California, 1990  
License No. CH4656

#### **Certifications**

SCAQMD Certified Permitting Professional, License No. D11325



are being included in the 2022 Air Quality Management Plan, which will be submitted to USEPA for approval by 2022.

**Project Technical Lead, Clark County Airport System Emission Inventories, Clark County (Las Vegas), Nevada, 2019-2020.** Mr. Pehrson was the technical lead for the development of existing (2017) and future (2023 and 2032) emission inventories for five existing civil airports and one proposed airport administered by the Clark County Department of Aviation (CCDOA). The airport inventories were developed as input to Nevada's Maintenance Plan for the 1997 8-hour ozone NAAQS. His team used design day forecasts to develop AEDT inputs for each airport and scenario, including a future scenario that included a new reliever airport to Harry Reid International Airport (LAS). For LAS, CDM Smith also obtained ground support equipment (GSE) data and created population-based GSE inputs to AEDT. The output from AEDT was summarized and submitted to CCDOA and the Clark County Department of Air Quality.

**Project Manager, Airport Emissions Inventory, Los Angeles World Airports, Los Angeles, California, 2013-2016.** Mr. Pehrson served as the project manager and task leader for the development of baseline (2012) and future (2017 – 2031) airport-wide emission inventories for LAX, LA/Ontario International Airport (ONT), and VNY. These inventories were developed in conjunction with the update to SIP for the South Coast Air Basin (referred to as the 2016 Air Quality Management Plan). He completed the baseline and future criteria air pollutant and GHG emission inventories for all three airports. The inventories include emissions from aircraft, auxiliary power units, ground support equipment, ground access vehicles, and stationary facilities (central utility plant, emergency generators, maintenance facilities, engine test locations, and on-airport kitchens). The emission inventories were submitted to the South Coast Air Quality Management District and the aircraft emissions were included in the 2016 Air Quality Management Plan, which has been submitted to USEPA for approval. He also estimated the effect of various potential emission reduction measures on the future inventories.

**Task Manager, Air Quality Impact Analysis for LAX Landside Access Modernization Program Environmental Impact Statement, Environmental Impact Report, and General Conformity Determination, Los Angeles World Airports, Los Angeles, California, 2015-2016.** Mr. Pehrson served as the task manager for the air quality impact analysis/health risk assessment and climate change/greenhouse gas impacts for the LAX Landside Access Modernization Project EIS, EIR, and General Conformity Determination. He led a team that developed construction and operational emission inventories and that conducted dispersion modeling of the extensive roadway system that would be affected by the project. The general conformity determination was obtained through negotiations with the South Coast Air Quality Management District (SCAQMD) and Southern California Association of Governments. The health risk assessment used in the EIR analysis used the conservative California Office of Environmental Health Hazard Assessment guidance developed in 2015, demonstrating that the project impacts on human health would be less than SCAQMD CEQA significance thresholds.

**Task Manager, LAX GSE Policy Emissions Model, Los Angeles World Airports, Los Angeles, California, 2015-present.** Mr. Pehrson developed a spreadsheet-based emission factor calculator to determine the airport-wide nitrogen oxides plus hydrocarbon {NO<sub>x</sub>+HC} emission factor from GSE operated at LAX. The calculator supported the LAX

GSE Policy, which was developed to ensure that the airport-wide GSE emission factor was reduced to 2.65 grams per horsepower-hour (g/hp-hr) over a six-year period. After developing the GSE Policy for LAX, Mr. Pehrson oversaw the annual emission factor calculation for each year. The analysis includes collecting the GSE data from the tenants; sorting the equipment information by equipment type (bag tug, belt loader, etc.), model year, and fuel type; and calculating the airport-wide NO<sub>x</sub>+HC emission factor.

**Federal Aviation Administration Air Quality Modeling Design Review Group Member, 2000-present.** Mr. Pehrson has served as a member of FAA's Design Review Group for Emission and Dispersion Modeling System (EDMS) and AEDT since 2000. He has provided input to the model design of EDMS, participating in a light detection and ranging study at LAX to improve the predicted dispersion of pollutant emissions from aircraft engines while aircraft were taxiing and taking off of the runways. He most recently assisted in assessing the operability of AEDT 2b for air quality impact analyses before that model's release in May 2015.

**Air Quality Program Manager, Los Angeles International Airport Master Plan EIS/EIR and General Conformity Determination, Los Angeles, California, 1997-2009.** Mr. Pehrson served as the air quality program manager and lead air modeler for the LAX Master Plan project EIS/EIR and General Conformity Determination. He led the air quality team to successful completion of the Final EIS, Final EIR, and Final General Conformity Determination. The project included the extensive negotiation of air quality modeling protocols with the SCAQMD, California Air Resources Board (ARB), USEPA, Southern California Association of Governments, and Federal Aviation Administration (FAA). The analyses addressed local and regional air quality impacts from on-road mobile sources (passenger vehicles and cargo trucks); off-road mobile sources (aircraft, ground support equipment, and construction equipment); and stationary sources (utility plants, maintenance facilities, and fuel farms). Multiple air emission and dispersion models were applied to the project, including ARB EMFAC and OFFROAD emission models, FAA EDMS emission and dispersion model for airports (which incorporates AERMOD), and CAL3QHC-R for roadway intersection Carbon Monoxide (CO) hot spots. Under his guidance, the air quality impact analyses demonstrated that future concentrations would meet or be better than the National and California Ambient Air Quality Standards, would conform to the SIP air quality budgets, and would not cause unacceptable risk from exposure to hazardous air pollutants. Mr. Pehrson provided technical expertise and management to the EIRs that were developed to implement specific LAX Master Plan projects. Those projects include the South Airfield Improvement, Crossfield Taxiway, Bradley West, and Central Utility Plant Replacement projects.

**Air Quality Program Manager, Los Angeles International Airport Specific Plan Amendment Study EIR, Los Angeles, California, 2010-2012.** Mr. Pehrson served as the air quality program manager for the LAX Specific Plan Amendment Study EIR, which essentially updates the Master Plan. He managed a team of air quality modelers that employed the FAA's EDMS as well as ARB's EMFAC and OFFROAD programs to estimate emissions and concentrations from airport project construction and operations for nine project alternatives. His team assessed potential impacts from criteria pollutants, greenhouse gases and toxic (hazardous) air contaminants.

**Program Manager, Air Quality General Conformity Analysis, Phoenix, Arizona, 1997-present.** Mr. Pehrson has overseen the air quality general conformity analyses being conducted for the city of Phoenix Aviation Department for over 20 years. The analyses included determining construction and fugitive dust emissions for various projects being implemented at the three city airports. Under his guidance, CDM Smith developed a tiered set of construction emission spreadsheets used to estimate construction emissions and compare the emissions to general conformity thresholds. The analyses are used to demonstrate that general conformity thresholds will not be exceeded for current and upcoming projects. In addition, Mr. Pehrson provided guidance to the aviation department's environmental group regarding general conformity regulations that are potentially applicable to specific airport projects, and the benefits and issues associated with use of Voluntary Airport Low Emissions funding for airport projects. Finally, Mr. Pehrson commented on other air quality issues that have surfaced at City of Phoenix airports, such as USEPA's desire to measure lead (Pb) concentrations near the Deer Valley general aviation airport.

**Project Manager, Lead Dispersion from General Aviation Aircraft, Port of Portland, Hillsboro, Oregon, 2010.** Mr. Pehrson led a CDM Smith team in estimating Pb emissions from general aviation aircraft operating out of the Hillsboro Airport and estimating potential Pb concentrations in the surrounding community. The result of the team's analysis was incorporated into the Oregon Department of Environmental Quality's Portland Air Toxics Study which indicated very low levels of Pb in ambient air around the airport.

**Project Manager, New Airport Air Quality Planning, Clark County Department of Aviation, Southern Nevada, 2006-2009.** Mr. Pehrson led a CDM Smith team in analyzing the potential air quality impacts associated with a new airport that was being planned for Southern Nevada. He developed detailed inventories and source locations, included elevated emissions from aircraft, for the proposed new airport and Harry Reid International Airport. He participated in negotiations with Clark County Department of Air Quality and Environmental Management (DAQEM). He was successful in convincing DAQEM to include these emission inventories in the ozone attainment demonstration modeling for the SIP update.

**Task Manager, Long Beach Airport Terminal Improvement Project EIR, Long Beach, California, 2005-2006.** Mr. Pehrson managed the air quality and health risk assessment for the Long Beach Airport (LGB) Terminal Improvement Project EIR. The analysis included determining impacts from both criteria and toxic air pollutants during construction and operational phases, and addressed on-road and off-road (aircraft, ground support equipment, and construction equipment) sources. It also included mitigation for construction and airport ground support equipment emissions. He oversaw the technical analyses and prepared the air quality and health risk assessment sections of the EIR. Mr. Pehrson also participated in the CEQA public hearings.

**Task Manager, OAK Supplemental EIR, Port of Oakland, Oakland, California, 2003-2004.** Mr. Pehrson worked with Oakland International Airport (OAK) to develop a health risk assessment for airport sources to be included in a court-mandated Supplemental EIR. The EIR supported the Port of Oakland's proposed Airport Development Program, which would improve and expand existing facilities at the airport



to accommodate existing and projected passenger and air cargo activity. In addition to managing the CDM Smith air toxic health risk team, Mr. Pehrson developed toxic air pollutant emission inventories and conducted a dispersion analysis of these emissions. He worked closely with the risk assessors and OAK to develop a credible health risk assessment that addressed on-road and off-road sources.

**Project Manager, Seattle-Tacoma International Airport Air Pollutant Emission Inventories, Port of Seattle, Seattle, Washington, 2000-2002.** Mr. Pehrson managed the verification of NOx emission reductions associated with landside improvements at the Seattle-Tacoma International Airport (SEATAC). This project also included developing current and future criteria pollutant emission inventories for submittal to the Puget Sound Clean Air Agency (PSCAA). The work conducted for SEATAC was used to demonstrate that the capital improvement projects, particularly on roadways and parking lots, were actually generating the emission reductions claimed in the Master Plan EIS. Inventories were developed for current conditions and future years. *Working with SEATAC, Mr. Pehrson negotiated with PSCAA to include the future inventories in the next revision of the Washington SIP.*

**Senior Air Quality Engineer, Airport NOx Emissions Reduction Plan, Houston Airport System, Houston, Texas, 2001-2002.** Mr. Pehrson worked with Houston Airport System (HAS) to develop a NOx Emissions Reduction Plan required under an agreement between HAS and the Texas Natural Resource Conservation Commission. He developed an inventory of airport sources. Mr. Pehrson identified potential emission reductions associated with alternative fuel GSE, airfield improvements, aircraft gate electrification and preconditioned air. He also reviewed emission reductions for HAS fleet conversions and consolidated rental car facilities.

#### **Aviation – Greenhouse Gases and Sustainability**

**Project Manager, Airport Carbon Accreditation Certification, Los Angeles International Airport and Van Nuys Airport, Los Angeles California, California, 2018-present.** Mr. Pehrson leads a team of GHG experts in developing 2018 emission inventories for LAX and VNY, using the FAA's AEDT model. The analyses include developing a protocol, creating inventories for current (2018) and previous years. Mr. Pehrson manages the team, developed the airport-related regional traffic inventories, and identified programs and policies implemented by Los Angeles World Airports (LAWA) that reduced GHG emissions. The analyses demonstrate that current (2018) reductions in GHG emissions at LAX and VNY relative to the previous three years (2015-2017) qualifies these airports for Level 3 Certification. Mr. Pehrson also led the same team over the previous two years in developing the LAX Level 3 Certification analysis for the 2016 and 2017 inventories. Subsequently, LAWA has selected the CDM Smith team to develop the Airport Carbon Accreditation certifications for each of the next three years, 2019 - 2021.

**Technical Lead, Electric Vehicle Charging Study, Los Angeles International Airport and Van Nuys Airport, Los Angeles California, California, 2017-2019.** Mr. Pehrson led a team of electric vehicle (EV) charging experts in preparing a study of EV charging needs and developing recommendations for LAX and VNY airports. This study included a review of public EV use in Southern California, airport plans for conversion of airport-owned fleets to EVs, available EV supply equipment (EVSE), basically EV chargers and add-on equipment) for light duty vehicles and heavy-duty buses, and existing electrical

infrastructure in airport parking lots. The study included order-of-magnitude cost estimates for the installation of EVSEs in each airport parking lot (both public and employee only) based on the type and number of chargers to be installed as well as on the capacity of existing electrical infrastructure to supply the anticipated demand. The study serves as a blueprint for timely installation of EVSE systems throughout both airports.

**Project Manager, LGB Sustainability Program Air Quality Benefits Analysis, Long Beach, California, 2012.** Mr. Pehrson was the technical lead in the analysis of air quality benefits associated with implementing the LGB Green sustainability program. His team analyzed benefits associated with on-site recycling and reuse of soil and demolition materials; replacing diesel GSE with gate power, preconditioned air, and electrical GSE; energy conservation programs; solar panel installation and operation; consolidated rental car facility; and expanded on-airport parking to replace off-airport parking shuttle trips. Their results indicated that over 4 million pounds of pollutant emissions had been eliminated, equivalent to removing over 5 million automobiles off the road annually.

**Project Manager, Airport System Greenhouse Gas Emission Inventories, Various Locations, California, 2008-2009.** Mr. Pehrson led a team of GHG experts in developing emission inventories for the four LAWA facilities: LAX, ONT, VNY, and Palmdale airports. The analysis included developing a protocol, creating inventories for existing conditions, backcast inventories for 1990, and forecast inventories for 2030. Mr. Pehrson managed the team, developed the airport-related regional traffic inventories, and identified programs and policies implemented by LAWA that reduced GHG emissions.

**Project Manager, Airport System Greenhouse Gas Emission Inventories, Port of Portland, Various Locations, Oregon, 2008-2009.** Mr. Pehrson led a team of GHG experts in developing emission inventories for three Port of Portland airport facilities: Portland International, Hillsboro, and Troutdale airports. The analysis included developing a protocol, creating inventories for existing conditions, backcast inventories for 1990, and forecast inventories for 2020. Inventories were organized in two ways: Scope 1, 2, and 3 inventories for potential reporting to the Western Climate Initiative; and Port planning inventories to determine the sources that the Port could exercise some influence over regarding mitigation.



## Education

Bachelor of Arts – History,  
Colorado State University

Master of Business  
Administration, University of  
Colorado

Master of Urban and Regional  
Planning, University of Colorado

## Professional Affiliations

Airports Council International-  
North America – Member

American Association of Airport  
Executives – Corporate Member

American Planning Association

Institute for Sustainable  
Infrastructure

US Green Building Council

## Publications

"Enabling Net Zero at Fort Bliss,"  
*The Military Engineer*, Society of  
American Military Engineers  
(2016)

## Years of Experience

Ricondo: 5

Other Firms: 7

## Office Location

Denver, Colorado

# David R. Plakorus, LEED Green Associate, ENV SP Managing Consultant



Since joining Ricondo & Associates, Inc. (Ricondo) in 2016, Mr. Plakorus has been involved in many aspects of airport planning, including airport master planning, terminal planning, and environmental planning as well as noise modeling and airport forecasting. Mr. Plakorus' environmental planning experience includes conducting numerous environmental studies, including environmental impact statements (EISs), environmental assessments (EAs) and categorical exclusion documents pursuant to the National Environmental Policy Act (NEPA); environmental impact reports (EIRs) in support of the California Environmental Quality Act; and environmental overviews and analyses supporting planning studies.

Most recently, Mr. Plakorus is serving as the deputy project manager in support of the Airfield, Safety, and Terminal Improvement Project EIS at West Virginia International Yeager Airport. Additionally, he has recently prepared documentation in support of the Power Distribution Facility EA project, the Landside Access Modernization Program EA and EIR for Los Angeles International Airport, the Additional Fuel Tanks EIR at San Diego International Airport, the Shoreline Protection Program at San Francisco International Airport, the Runway and Parallel Taxiway Separation Improvements EA project at Florida Keys Marathon International Airport, the Airfield Modernization Project at Pittsburgh International Airport, as well as providing documentation for socioeconomic and environmental justice for the Access Improvement Project EIS at LaGuardia Airport. In addition, he has prepared multiple categorical exclusions and CEQA categorical exemptions for a variety of projects at Los Angeles, San Diego and San Francisco International Airports and has developed CEQA consistency reviews projects at Los Angeles International Airport.

Mr. Plakorus is also involved in supporting the preparation of master plan environmental overviews and sustainability sections at Florida Keys Marathon International, Fort Lauderdale Executive, Fort Lauderdale-Hollywood International, Phoenix Sky Harbor International, and Luis Muñoz Marín (San Juan, Puerto Rico) International Airports. Additionally, Mr. Plakorus assisted the Metropolitan Washington Airports Authority with an ongoing noise study examining aircraft noise from Ronald Reagan Washington National Airport. Mr. Plakorus has begun developing aviation demand forecasts and air service analysis for airports of all sizes, including forecasts for Los Angeles, O'Hare, Philadelphia, and Phoenix Sky Harbor International Airports.

Prior to joining Ricondo, Mr. Plakorus worked with a nationally recognized engineering and planning firm for seven years, in which he served as a project manager and an environmental planner supporting NEPA-related projects for a number of federal agencies, including the Department of Defense and the Department of the Interior. During this period, Mr. Plakorus either managed or assisted with the preparation of over 30 EAs and environmental impact statements (EISs). Additionally, Mr. Plakorus served as a public involvement specialist, in which he developed meeting materials, organized staffing, and facilitated public meetings. Mr. Plakorus also provided onsite environmental program management support, which included the review of various supporting studies and master planning efforts for the Joint Guam Program Office for the Office of the Assistant Secretary of the Navy.

# **SRINATH RAJU, P.E.**

*President*



## **Education**

- Ph.D Program., Civil Engineering, Virginia Polytechnic Institute & State University
- M.S., Civil Engineering, Virginia Polytechnic Institute & State University
- B.E., Civil Engineering, Bangalore University, Bangalore, India

## **Professional Affiliations**

- American Society of Civil Engineers
- Institute of Transportation Engineers

## **Previous Positions**

- Kaku Associates, Inc., *Vice President*
- Kaku Associates, Inc., *Principal Associate*
- Barton-Aschman Associates, Inc., *Senior Associate*

## **Experience Profile**

Mr. Raju has over 38 years of experience in transportation planning, engineering and parking.

### **Travel Demand Forecasting**

- Responsible for the development of over thirty travel demand forecasting models for various Community Plan areas in Los Angeles, California; Landside Access Modernization Program EIR/EA in Los Angeles, California, Port of Los Angeles, Inglewood Transit Connector in Inglewood, California, Playa Vista Master Plan in Los Angeles, California, and Ontario Airport Ground Access Model, Ontario, California; NBC Universal Evolution Plan in City of Los Angeles; Harford County, Maryland; Burbank Golden State Project Study Reports for interchanges in the City of Burbank; and Union Station area in Washington D.C.
- Involved in developing and implementing travel demand forecasting models for an eleven-county region in Northern New Jersey, Houston Metropolitan area, Houston, Texas, and Alameda County Modeling Area, Alameda, California; I-710 Major Investment Study, California; Valley Boulevard - Alhambra Avenue Connector Road at the SR 710 terminus in the City of Los Angeles.
- Implemented WASHCOG's mode choice model on *emme/2* for Maryland National Capital Parks and Planning Commission, Montgomery County, Maryland.
- Involved in development and application of a nested logit mode split model for the City of Shanghai, China.

### **Transportation Planning**

- Principal planner involved in the development of a transport model for the LAX Landside Access Modernization Program (LAMP) Project and application of the same in the preparation of the EIR and EA for the LAMP Project. Prepared numerous targeted traffic engineering and planning studies for various components of LAMP Project at LAX.
- Project Director for the Village at Playa Vista Project, Westchester Community Plan Update, Coastal Corridor Transportation Study, SR-90 Extension PSR Traffic Study, NBC Universal Evolution Plan, and Inglewood Transit Connector LPA Project.
- Project Manager for various transportation planning studies including Community Plan Revisions for the West Adams-Baldwin Hills-Leimert and Sylmar Communities; Community Plan Updates for Palms-Mar Vista, Westwood-West Los Angeles and Venice Communities in the City of Los Angeles;

# **SRINATH RAJU, P.E.**

## **President**



San Bernardino County Transportation Plan; Malibu City General Plan, California; Allentown, Pennsylvania; Harford County, Maryland; and Arlington County, Virginia.

## **Traffic Engineering**

- o Conducted various traffic impact, micro-simulation and site access studies in support of EIRs/EISs in the Port area, downtown Los Angeles and within various cities in the LA Metropolitan area including the Cities of Irvine, Tustin, Newport Beach, Anaheim and Santa Ana in Orange County; the Cities of Los Angeles, Beverly Hills, Santa Monica, Inglewood, Hawthorne, El Segundo, Torrance, Pasadena and Culver City in Los Angeles County; and at LAX for Terminal 1 Improvements Project.
- o Conducted numerous traffic studies in Reno, Nevada; Honolulu, Hawaii; Germantown, Gaithersburg, Bethesda and Silver Spring in Maryland; Charlotte, North Carolina; White Plains and New York City in New York; Union Station and Downtown in Washington D.C.; Arlington, Alexandria and Crystal City in Virginia; and Philadelphia and Allentown in Pennsylvania.
- o Project Manager/Engineer on various redevelopment projects involving preparation of transportation sections of EIRs/EISs in the cities of Los Angeles, Inglewood, and Hawthorne, California.

## **Parking**

- o Conducted parking studies for the Cities of Irvine, Tustin, Newport Beach, Santa Monica, Fresno and Los Angeles, California; Charlotte, North Carolina; Washington D.C.; and Bethesda, Maryland.
- o Also conducted studies for major development projects, colleges and universities, stadiums (RFK in Washington D.C. and Anaheim Stadium in Anaheim, California) and other recreational facilities in California, Washington D.C., Maryland and Virginia.
- o Conducted various planning studies for large development proposals for Playa Vista in the western portions of Los Angeles, Warner Center in the San Fernando Valley in Los Angeles, and the Union Station area in Washington D.C.
- o Project Engineer on major transportation planning projects, namely the Shanghai City Comprehensive Transportation Planning Study, Shanghai, China; the San Juan Metropolitan Transportation Study, San Juan, Puerto Rico; the Golden State Framework Transportation Study, Burbank, California; the Alameda County Transportation Plan, Alameda, California; and Community Plan Updates for Sherman Oaks, Mission Hills, Van Nuys, Encino, Canoga Park and Reseda Community Plan Areas.

## **Transit Planning**

- o Involved in numerous transit planning studies including the Inter-County Express Bus Study, Orange County, California; Inglewood Transit Connector Project, Inglewood, CA; the Inner-City Transit Needs Assessment Study in Los Angeles, California; and the Kauai County Bus Transit System Study in Kauai, Hawaii.

## **Highway/Corridor Studies**

- o Conducted corridor studies in Burbank, California, I-710 corridor in California, I-270 corridor in Montgomery County, Maryland, and Route 29 Corridor in Silver Spring, Maryland.

## **Reference**

- o Tomas Carranza  
(213)972 – 8476  
Tomas.Carranza@lacity.org



**Leland Saylor  
Associates**  
A California LLC

www.lelandsaylor.com

SAN FRANCISCO

LOS ANGELES

WASHINGTON D.C.

ESTIMATING

SCHEDULING

VALUE ENGINEERING

PROJECT MANAGEMENT

## KEY PERSONNEL

**BRAD SAYLOR**  
Principal/Senior  
Estimator

## EDUCATION

B.S., Business, Emphasis  
in Real Estate Finance,  
University of Southern  
California, 1985

## PROFESSIONAL AFFILIATIONS

American Society of  
Professional Estimators  
Associated General  
Contractors  
Project Management  
Institute

## Additional Projects:

- LAWA Baggage  
Optimization  
Program, (BOP) –  
Phase 2 Project
- LAX Terminals 1 & 2  
In-Line Baggage  
Handling and Matrix  
Building
- LAWA West APM  
Station Concession  
Study
- SFO Lot DD Parking  
Structure
- SFO Central  
Terminal & Boarding  
Area D
- San Francisco  
International  
Terminal Baggage  
Handling System

**Years with LSA:** 32

**Reference:** David Brush  
(previously worked at San  
Jose International  
Airport), Program Director  
Project: San Jose  
International Airport |  
Terminal Area  
Improvement Program  
P: (916) 606-2540  
E:  
davidbrush@bellsouth.net

## BACKGROUND QUALIFICATIONS

Mr. Saylor has over 32 years of estimating and budgeting experience and has provided construction estimating services for more than 10 major airport construction projects including Los Angeles (LAX), Oakland, San Francisco, and Sacramento International Airports (SMF). Mr. Saylor has served as a key team member leading the cost control and estimating effort for major Terminal Modernizations Programs more than 1 billion involving airside and landside elements such as terminals and boarding areas, baggage handling facilities, taxiways, people mover rail systems, concessions, and CONRAC facilities. As Principal Cost Estimator, Mr. Saylor and his team of experienced aviation estimators provide cost estimating services from budgetary, concept, design, and engineer's estimates as well as change order estimating during the construction phase. He has a strong ability to effectively negotiate, schedule and manage complex and unique aviation projects.

## SELECT PROJECT EXPERIENCE

**Los Angeles World Airports (LAWA), LAX Cargo Facility, Air Cargo Study, Los Angeles, CA**  
Principal Estimator for three alternatives for two general cargo areas supporting redevelopment alternatives for uses such as warehousing, processing, and distribution operations and system requirements as well as airfield requirements such as taxiway and service road network, trip routing, balance in airfield activities, and ramp/aircraft parking facilities. Landside requirements include roadway and freeway network connectivity, utility availability (i.e., power, water, etc.), LAX cargo truck routes, truck and employee parking and maneuvering areas as well as incorporation of new technology such as intelligent transportation system elements to optimize roadway congestion management, and automated cargo facility operations.

**Oakland International Airport Improvement Program, Oakland, CA (Project with Ricondo)**  
Principal/Senior Estimator for the conceptual design phase for a \$1.2 B Airport Improvement Program including the 769,000 sf Terminal Complex. Project consisted of new third terminal building for Southwest Airlines, central plant, cargo facility, baggage conveyor tunnel, and pedestrian bridge. Project also included airside pavement and fueling facilities, 644,000 sf baggage handling system, and 1,600,000 sf parking garage.

## **LAWA, LAX Central Terminal Area, Landscaping and Guest Experience Enhancement Project, Los Angeles, CA**

Principal Estimator for improvements of the Central Terminal Areas (CTA) at LAX emphasizing landscaping, sustainability, and pedestrian-mobility. Scope includes arrivals drop-off / pick-up areas including guest experience improvements in the passenger areas underneath the second-level roadway (i.e. lighting, ventilation, signage, cladding, exterior finishes, sidewalks, striping, noise-mitigation, etc.), landscaping and pedestrian mobility improvements including new landscaping along the facades of the CTA Parking Structures (i.e. vertical landscaping), and new landscaping and/or pedestrian-pathway improvements throughout the central terminal area (i.e. plants, irrigation, hardscaping, signage, lighting, etc.)

## **LAWA, LAX Concourse 0 Development, Los Angeles, CA**

Principal Estimator for the development of an 11-gate concourse at LAX that will be 3-stories and 665,000 GSF. The new concourse will be connected to the automatic people mover (APM) project by way of a passenger foot bridge. Scope includes work beyond that of a typical concourse development, including an APM Core and Bridge, a T1 connection to the APM Core, a reskin to T1 to match the new development, taxiway paving beyond the aircraft apron, and significant fill to raise the site to the airfield. Project value of \$1.23B.

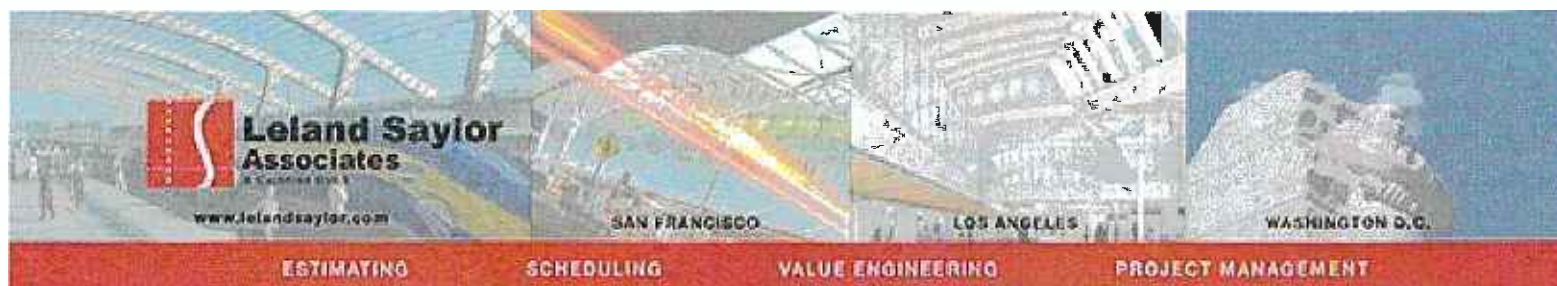
## **LAWA, LAX Automated Traffic Surveillance and Control Hub Project, Los Angeles, CA**

Principal Estimator for the relocation of the existing Automated Traffic Surveillance and Control Hub, which is currently located in the basement of the LAX Police Building on 96th St. west of Sepulveda Blvd, and will be demolished to make way for future terminal and airfield upgrades associated with the LAX Airfield and Terminal Modernization Program.

## **LAWA, LAX Runway 25L and Taxiway H, Los Angeles, CA**

Principal Estimator who provided cost estimating services for the \$38 million, complete replacement of Runway 7R-25L and the rehabilitation of Taxiway H LAX, including but





**BRAD SAYLOR**  
Principal/Senior  
Estimator

**Continued**

not limited to P-501 Portland cement concrete for the keel section, P-401 asphalt concrete outside of the keel section, connector taxiways and tie-ins, airfield lighting and striping all in accordance with Federal Aviation Administration Advisory Circulars applicable to LAX and ADG VI aircraft.

**LAWA, LAX Tom Bradley International Terminal Interior Improvements and Baggage Screening System, Los Angeles, CA**

Mr. Saylor supported CM Arcadis providing preconstruction services for the interior modernization and upgrade to the public areas of the Tom Bradley International Terminal (TBIT) and small new additions associated with in-line screening of checked baggage. TBIT has five floor levels and approximately 993,244 global square feet of floor area. Mr. Saylor and his project controls team provided all estimating, value engineering, GMP negotiation and change order negotiation for the \$503 million project.

**LAWA, LAX TBIT Midfield Satellite Course (MSC) South - Peer Review/Advisory Services, Los Angeles, CA**

Principal Estimator who provided peer review/advisory services for the MSC South with the objectives to reduce LAWA's reliance on the West Remote Gates, deliver timely and cost-effective new gates, and utilize the new TBIT and MSC facilities to provide LAWA's "Gold Standard" guest experience. The MSC South Project includes the following three main components: the MSC South Concourse, MSC Link, and Civil and Airfield Improvements. The MSC South Concourse is currently envisioned to be a two-story pre-engineered structure, with no basement, and a building footprint of 50,000 SF. LEED Silver. Construction cost: \$210.6 Million.

**LAWA, LAX Terminals 4-8, Los Angeles, CA**

As part of the construction management team for Terminals 4-8, Mr. Saylor provided preconstruction services for the interior modernization and upgrade to the areas of Terminal 4, 5, 6, 7 and 8 and new additions associated with in-line screening of checked baggage. The main components of the project include structural modifications, new flooring, wall and ceiling finishes, lighting, conveying, and other work associated with the new inline baggage modifications including mechanical, electrical, plumbing and information technology.

**Sacramento International Airport "Big Build" Modernization, Sacramento, CA**

Principal Estimator the \$1.3 B program comprised of 26 program elements. Services provided included conceptual estimating services to establish budget, examination and costing of numerous design alternatives and value engineering exercises, design phase estimating from pre-construction through engineer's estimates. Working with the program management team's cost management and project controls systems. Civil elements included a new apron and cross field taxiway improvements totaling 2.5 million gsf consisting of new asphaltic shoulder, new flexible pavement Taxilanes, and evaluation of permeable pavement vs. standard plain cement concrete. Civil scope additionally included two level structured roadway to serve the Central Terminal. Mr. Saylor established appropriate contingencies, reviewed project cost risks, forecasted, and monitored project cost.

**San José International Terminal Airport Improvement Program, San Jose, CA**

Mr. Saylor provided preconstruction services to the Airport Master plan Team (AMT) and project/cost control during the construction phase. Mr. Saylor worked with the City's AMT to correctly identify all scope elements and produced a detailed estimate of the entire Terminal Airport Improvement Program broken down into 8 discrete projects to provide better visibility in each cost center. Mr. Saylor assisted in GMP negotiations with Hensel Phelps and provided change order management negotiating more than 300 change orders. Scope included airfield expansion construction consisting of new taxiways and vehicle service roads totaling 1 MM + sf, as well as elevated roadway structures and passenger roadways serving new airport concourses and Central Terminal.

**SFO Terminal 1 Center Renovation Project, San Francisco, CA**

Principal in Charge for the Terminal 1 Center Renovation Project which includes a passenger check-in, TSA security checkpoint, re-composure area, a baggage handling system and baggage claim area, and a new mezzanine with connection to AirTrain and the Central Garage.

# cogstone

PALEONTOLOGY - ARCHAEOLOGY - HISTORY

ERIC SCOTT

Task Manager/Principal Paleontologist

## EDUCATION

1990 M.A., Anthropology (Biological), University of California, Los Angeles  
1985 B.A., Anthropology (Physical), California State University, Northridge

## SUMMARY OF QUALIFICATIONS

Mr. Scott is a professional vertebrate paleontologist with 38 years of experience in paleontological mitigation, fieldwork, curation, and research. He is an emeritus paleontology curator of the San Bernardino County Museum, an adjunct at California State University, San Bernardino, and a research associate of the Natural History Museum of Los Angeles County and the La Brea Tar Pits and Museum, where he was lead excavator of the Pit 91 excavation from 1985-1991. He is a 30+ year member of the Society of Vertebrate Paleontology, an international society of professional scientists for which he currently serves on the Government Affairs Committee; he also holds membership in the Geological Society of America and other professional societies. Eric has published over 40 research articles in professional scientific journals.

## SELECTED EXPERIENCE

**Purple Line Extension (Westside Subway), Sections 1 and 2, Los Angeles County Metropolitan Transportation Authority (METRO), Los Angeles, CA.** The project involves construction of seven stations from the existing Purple Line at Wilshire/Western Avenue along Wilshire Boulevard to the Veterans Administration Hospital in Westwood for 8.6 miles. Cogstone manages all paleontological services for Sections 1 and 2 of the subway project including budgets, Workers Environmental Awareness Program (WEAP) training, monitoring, fossil recovery, lab work, analysis, and reporting. Sub to JV West (Stantec/Jacobs JV; Section 1), AECOM (Section 2). Program Manager. 2016-ongoing

**Los Angeles World Airports (LAWA) Ongoing Technical Support for Environmental, Mitigation Reporting, and Sustainability Issues Associated with LAWA Construction Projects, Los Angeles International Airport (LAX), Los Angeles County, CA.** Cogstone provided cultural and paleontological WEAP trainings and conducted cultural and paleontological resources monitoring during construction activities for six task orders. Upon completion of monitoring for each project, Cogstone prepared Cultural and Paleontological Resources Monitoring Compliance Reports. The City of Los Angeles acted as lead agency for the project. Sub to CDM Smith. Program Manager. 2019-2022

**Deep Soil Mixing Pilot Project, Community of Pacific Palisades, Los Angeles County, CA.** As part of an on-call contract with the Los Angeles Bureau of Engineering, Cogstone provided cultural and paleontological resources monitoring as well as managed Native American monitoring during ground-disturbing activities. The City of Los Angeles was the lead agency under the California Environmental Quality Act (CEQA). Monitoring for the Project was conducted in compliance with the Contingency Plan conditions for the Coastal Development Permit from the California Coastal Commission. No cultural or paleontological resources were identified. No further work was necessary. Sub to ICF. Principal Investigator for Paleontology. 2020

**Ava Hollywood Mixed-Use High-Rise Project, City of Los Angeles, Los Angeles County, CA.** Cogstone provided paleontological monitoring during the excavation and grading for a seven-story building with two levels of underground parking on a full-time basis in compliance with the mitigation measures as defined by the Los Angeles Department of City Planning. Cogstone prepared a Paleontological Resources Monitoring Compliance Report at the conclusion of monitoring for the Project. Sub to Avalon Bay Communities, Inc. Task Manager. 2018



**Kunal Shah, PE, RCDD, LEED AP**  
Principal | Electrical Engineer

**Project Role |**  
**Principal Electrical Engineer**

**Education |**  
B.S., Electrical Engineering  
University of California,  
Irvine, California

**Licenses |**  
Professional Electrical Engineer #E-17249

Registered  
Communication  
Distribution Designer  
(RCDD) # 07039

LEED AP

**Affiliations |**  
Institute of Electrical  
and Electronic  
Engineers (IEEE)

Building Industry  
Consulting Service  
International (BICSI)

ACEE (Association of  
Consulting Electrical  
Engineers)

**Years of Experience |**  
23

**Years at PBS |**  
19

**References |**  
Tim Sullivan, Regional  
Aviation Leader,  
Gensler, (213) 327-3600  
tim\_sullivan@gensler.com

Jeff Janis, Principal,  
Morrow-Meadows  
Corporation, (909) 598-  
7700, jjanis@morrow-  
meadows.com

## Background

Kunal Shah has over 23 years of electrical engineering experience for aviation, healthcare, government, commercial and higher educational facilities, which include major State and Federal funded modernization projects. His responsibilities include design and project management, construction cost estimating, specification writing, construction administration, bidding and negotiation and all aspects of electrical engineering and design.

Kunal has designed power, lighting, and signal systems for various airports in the Los Angeles region, including Los Angeles International Airport (LAX), John Wayne Airport (SNA) Long Beach Airport (LGB), Hollywood Burbank Airport (BUR) San Diego International Airport (SAN), and Ontario International Airport (ONT). He is knowledgeable with the requirements and regulation for aviation facilities, including FAA, CBP, DHS, and TSA.

Kunal has developed a profound expertise in designing aviation facilities and is currently managing major MEP projects at Los Angeles International Airport, including the \$1.2 billion design build Midfield Concourse Satellite; major infrastructure renovations at Terminal 2 and Terminal 7, modernization to Terminals 2+3 following the recent Delta Airlines relocation from Terminal 5, upcoming Automated People Mover (APM) delivering passengers from CONRAC to LAX. His experience in designing several types of projects from renovations to new construction allows him to bring different perspectives and solutions to every project he engages. Further, Kunal has experience in multiple delivery methods for projects, including design build, CMAR, and Lean Project Delivery.

## Project Experience

### **LAX Midfield Satellite Concourse, Los Angeles, California**

PBS provided Electrical Design Engineering Services and was the Electrical Engineer of Record from Schematic Design through Construction Administration for parts A, B and C of the Midfield Satellite Concourse project as well as for the Bradley West Annex and Tunnels.

### **LAX Terminal 2 Renovation Program, Los Angeles, California**

PBS Engineers designed the Mechanical, Electrical, Plumbing, and Information Technology systems related to the terminal wide renovation program at Terminal 2 at LAX.

### **LAX Automated People Mover, Los Angeles, California**

PBS engineers, Inc is involved to provide Mechanical, Electrical, Plumbing and Fire Protection engineering services to support all six stations and Maintenance facility.

### **LAX Automated People Mover Core Phase 1, Tom Bradley International Terminal - Terminal No. 5.5 and Terminal No. 7, Los Angeles, California**

PBS Engineers, Inc. is providing MEP Engineering Services for the LAX APM Core Phase 1 Project at the Tom Bradley International Terminal (TBIT) for Terminals 5.5 and 7.

### **LAX Consolidated Rental Car Center (CONRAC), Los Angeles, California**

PBS provided Mechanical, Electrical, Plumbing and Information Technology (Infrastructure only) Design Engineering Services for the site and multiple new buildings including idle storage, ready & return and maintenance building.



**Education**

Bachelor of Arts – Economics,  
The University of Chicago

Master of Business  
Administration, Northwestern  
University, Kellogg School of  
Management

**Years of Experience**

Ricondo: 10

Other Firms: 20

**Office Location**

Chicago, Illinois

**Jeffrey W. Stanley**

Vice President



Jeffrey W. Stanley (Ricondo) leads Ricondo's forecasting, economics, and air service analytics areas. Since joining Ricondo in 2012, Mr. Stanley has developed forecasts and related analyses for over 50 airports worldwide, focusing on all segments of activity. His work has supported the development and retention of air service and has informed a variety of airport decisions surrounding major infrastructure development projects, financing initiatives, and facility use strategies.

Mr. Stanley's work leverages his nearly 17 years of experience with United Airlines and Continental Airlines, where he provided strategic, analytical, and financial leadership in several key areas, including route and hub planning, regulatory and international affairs, and alliance/joint venture development. Mr. Stanley was instrumental in planning, optimizing, and expanding each airline's global network, and in support of those network expansions, he developed and utilized innovative business models and analytical techniques to measure performance and maximize opportunity. This included the development, refinement, and implementation of automated quality of service and long-term demand growth models at both airlines.

Mr. Stanley draws on his experience to develop airport forecasts and analyses that provide a complete industry perspective, incorporating the intersection of passenger demand growth and airline business decision making. Mr. Stanley's air service analytics help airport clients understand their airport's role in the aviation system, identifying emerging trends, potential new air service opportunities, at-risk existing air services, and leakage to competing airports, as well as the associated economic impact of those possibilities.

Mr. Stanley's master planning and revenue bond feasibility work includes the development of activity forecasts and related analyses for airports ranging in size from Burlington International Airport in Burlington, Vermont, to Hartsfield-Jackson Atlanta International Airport in Atlanta, Georgia, and covering regions from the Middle East and Europe to Latin America and Australia. Mr. Stanley has drawn upon his air service capabilities for several clients including the City of Chicago Department of Aviation (O'Hare and Midway International Airports) and the New Orleans Aviation Board (Louis Armstrong New Orleans International Airport), where he has illustrated the values of existing and prospective routes for purposes of informing a comprehensive air service strategy.

## Experience Summary

Mr. Merrill Taylor is a water resource design engineer providing support to federal, state, and municipal clients in the areas of hydrologic, hydraulic and water quality studies, storm drain and regional retention/infiltration facilities design, and plan, specifications, and estimate development, currently focusing on design projects in Southern California. Specifically, he serves as project manager and technical lead for the research, design, and implementation of storm water management practices intended to mitigate flooding, restore natural waterways, and improve water quality, including multiple projects in the Los Angeles and San Diego Region. Project experience includes full hydrology and hydraulics analyses of existing and proposed storm drain networks, design of regional retention/detention facilities including evaluation of the inflow diversions, storage capacities, and outflow/infiltration possibilities, and development of construction ready plans, specifications, and estimates for storm drain replacement and proposed regional facilities. He also provides engineering support to municipal clients to ensure practicality during the development of watershed management plans and hydromodification management plans to support best management practice (BMP) / low impact development implementation. Mr. Taylor is proficient in Spanish and has collaborated studies and delivered presentations in Zacatecas, Mexico, highlighting hydrology, culvert, and storm drain watershed analyses. He has practical experience in many facets of water resource engineering, with an in-depth understanding of the relationship between hydrology/hydraulics, water quality, watershed management, and regulations.

## Relevant Experience

**Torrance Airport Stormwater Basin Project, I-174, Torrance, CA.** Providing design management and modeling lead support to develop the preliminary engineering design report and 100% design plans, specifications, and engineer's estimate of costs for the regional Torrance Airport Stormwater Basin Project for the City of Torrance and the Palos Verdes Peninsula cities. Leading the evaluation of the possible project configurations and construction methods to ensure continued operations of the airfield and glide slope system. Evaluating diversion from the nearby storm drain and converting an existing drainage ditch into an easily maintained bioswale. Ensuring coordination with the local sewer authority for discharge into the sanitary sewer for eventual treatment and offsite use. Prepared the project outreach plan and conducted public presentations to educate on the benefits and impacts of the project.

**Development of a TMDL Compliance Plan for the Los Cerritos Channel Sub-Basin 4 Drainage Area, Signal Hill, CA.** City of Signal Hill. Provided technical lead assistance in water quality, hydrology, and hydraulic modeling to develop a conceptual design for a regional BMP opportunity at the Long Beach Airport within the Los Cerritos Channel sub-basin 4 drainage area and identifying additional BMP opportunities throughout the watershed. Supporting innovative BMP diversion, footprint, and drainage area comparisons to optimize the compliance with water quality targets outlined in the Watershed Management Program while minimizing costs. Helped prepare the bid documents for the design-build regional stormwater capture project at the Long Beach Airport.

**Storm Water Management Plan, Scott Air Force Base, IL.** Provided engineering and modeling support to develop the storm water management plan throughout the limits of Scott Air Force Base near Shiloh, IL. Responsibilities include field work, site analysis with GIS data manipulation, hydrologic response unit creation, and SWMM and SUSTAIN model setup for optimal site selection and pipe sizing recommendations. Results support development of BMP and general drainage improvement guidelines for the Base, and recommendations for the Base's plan to address localized flooding while improving water quality.



## EDUCATION

M.S., Civil and Environmental Engineering (Water Resources), Brigham Young University, 2010

B.S., Civil and Environmental Engineering, Brigham Young University, 2008

## AREA OF EXPERTISE

Watershed hydrology and stormwater

Watershed runoff quality

Water quality modeling

Watershed management plan development

BMP modeling, evaluation, and design

Tool development

## REGISTRATIONS/ AFFILIATIONS

Professional Engineer, California No. 81590, 2013

## TRAINING/CERTIFICATIONS

Project Management Training

## YEARS OF EXPERIENCE

12 years

## YEARS AT CRAFTWATER

3.5 years

## CONTACT

Email:  
[Merrill.Taylor@craftwaterinc.com](mailto:Merrill.Taylor@craftwaterinc.com)

**Hydromodification Management Plan, Vandenberg Air Force Base, CA.** Provided engineering and modeling support to develop the hydromodification management plan throughout the limits of Vandenberg Air Force base near Lompoc, CA. Responsibilities include site analysis with GIS data manipulation, hydrologic response unit creation, and SUSTAIN model setup for optimal site selection. Results support development of BMP and HMP guidelines for the Base, and recommendations for the Base's plan to address hydromodification.

**Storm Drain Master Plan and Watershed Assessment, City of Pasadena.** Project Manager overseeing water quality and storm drain improvement and budget plan, including tactical inventory and condition assessment of over 90 miles of gravity mains, 12 miles of open channel, 2,718 catch basins, and 1,697 maintenance holes. The integrated master plan approach simultaneously informs data-driven capital planning decisions around drainage, water quality improvement, and water supply augmentation. After the system was inventoried, new multi-benefit stormwater project opportunities were identified, modeled, and prioritized to supplement EWMP implementation planning with an emphasis on engineering feasibility and programmatic synergy. Craftwater then led feasibility studies for two multi-benefit, regional capture projects and led grant applications to request \$4.7M of external funding

**Stormwater Master Plan, City of Alhambra.** As Design Lead, oversaw completion of a City-specific Stormwater Master Plan to articulate in greater detail the project opportunities available to meet Permit requirements. The Master Plan prioritized specific projects within the City, but also searched surrounding jurisdictions for collaborative regional project opportunities. Conceptual designs were developed for the top 3 prioritized sites, and the team presented the plan to City Council.

**Culver Boulevard Stormwater Infiltration and Retention Project, City of Culver City.** Concept designer in the development of surface stormwater treatment solutions as well as optimization of a regional BMP located in an important community parkway. A variety of BMP configurations were explored, modeled, and optimized to present the City with a variety of options that were jointly assessed against community desires and project outcomes. Ultimate recommendations represent an optimization process that truly accounted for the best scientific and engineering options as well as client wishes and community needs. Runoff contribution analysis for this project was utilized to secure a water quality/cost-sharing option for the client with an additional jurisdiction to account for water quality benefits deriving from runoff outside of Culver City.

**Eagle Rock Boulevard: A Multi-Modal Stormwater Capture Project, City of Los Angeles.** Prepared conceptual capture strategies for a regional stormwater capture project for consideration by the City of Los Angeles for submission to the Safe, Clean Water Program for funding. The project included working directly with StreetsLA to coordinate the current 710 North Mobility Improvement efforts with the desired stormwater improvements. The project consists of a stormwater diversion from an existing City storm drain to a 5 acre-feet storage system beneath the proposed improved median and a second diversion on Alumni Avenue to a series of dry-wells beneath a proposed pedestrian plaza. Water collected in the subsurface storage system will be infiltrated (if geotechnical investigations show favorable rates) while the surface runoff will be captured in bioretention cells and pervious pavement systems along the parking lanes.

**Arroyo Seco-San Rafael Treatment Wetlands Project Feasibility Study – Pasadena and South Pasadena, CA** Prepared Feasibility Study for two regional stormwater capture practices (San Rafael and San Pascual) located within open space near the Arroyo Seco Channel. The Feasibility Studies were prepared for submission to the Safe, Clean Water Program for funding. An infiltration basin is proposed to intercept wet weather flows from the San Rafael Creek and dry weather flows will be directed to a natural stream constructed above the San Rafael Creek concrete channel. The San Pascual site will treat wet and dry weather flows diverted from the Arroyo Seco Channel using a treatment wetlands. Native, natural landscaping will improve aesthetics of the spaces and provide habitat for wildlife and recreational use.

**Caruthers Park Stormwater and Urban Runoff Capture Project. Bellflower, CA.** City of Bellflower. Providing modeling technical lead assistance in water quality, hydrology, and hydraulic modeling to develop the full design at Caruthers Park for the City of Bellflower to assist in compliance with the Los Cerritos Channel and Lower San Gabriel River Watershed Management Program requirements. Evaluating diversion from two possible channels/pipes, BMP footprints, and real time inlet and outlet controls to optimize the compliance with water quality targets while minimizing costs. Evaluating the irrigation requirements and potable water offset for the park and nearby City owned parcels through the use of dry and wet-weather flows.

**Lakewood Stormwater and Runoff Capture Project. Lakewood, CA.** City of Lakewood. Providing modeling technical lead assistance in water quality, hydrology, and hydraulic modeling to develop two full designs at Bolivar Park and Mayfair Park for the City of Lakewood to assist in compliance with the Los Cerritos Channel Watershed Management Program requirements. Evaluating multiple BMP diversions, footprints, and real time inlet and outlet controls to optimize the compliance with the water quality targets while minimizing costs. Evaluating the irrigation requirements and potable water offset through use of dry and wet-weather flows. Supporting the development of the 100% design plans for implementation.

#### **References:**

**Brett Maue, PE – City of Pasadena – 626.744.4307 – [bmaue@cityofpasadena.net](mailto:bmaue@cityofpasadena.net)**

**John Dettie, PE – City of Torrance – 310.618.3059 – [jdettie@torranceca.gov](mailto:jdettie@torranceca.gov)**

**Ana Tabuena-Ruddy – City of Los Angeles StreetsLA – 213.442.4439 – [ana.tabuena-ruddy@lacity.org](mailto:ana.tabuena-ruddy@lacity.org)**

## Education

Bachelor of Science – Aviation,  
Southern Illinois University

Master of Public Administration –  
Aviation, Southern Illinois  
University

## Professional Affiliations

Airports Council International-  
North America – Member

American Association of Airport  
Executives – Corporate Member

Aircraft Owners and Pilots  
Association

## Certifications and Licenses

Commercial Pilot Certificate with  
Instrument and Multi-engine  
Ratings

## Years of Experience

Ricondo: 20

Other Firms: 8

## Office Location

Chicago, Illinois

# Dharma Thapa

Director



Mr. Thapa joined Ricondo & Associates, Inc., in 2002 and has more than 28 years of multifaceted aviation planning experience, with expertise in noise analysis, air quality modeling, airfield capacity and delay analyses, airspace planning, aviation activity forecasting, and simulation modeling. With a solid background in the use of the FAA's legacy analytical tools, Integrated Noise Model, the Emissions and Dispersion Modeling System, Mr. Thapa is an industry leader in the use of FAA's next generation of environmental analysis tool, the Aviation Environmental Design Tool (AEDT). A member of FAA's Design

Review Group for the AEDT, Mr. Thapa has applied AEDT on several airport projects (RDU Master Plan; LAWA Taxiway C14 EA; PIT Noise Exposure Map; and ORD VALE for GSE replacement. These core strengths are based on Mr. Thapa's sound knowledge of aviation demand forecasting and use of fast time simulation models, such as the Airport and Airspace Simulation Model (SIMMOD), Total Airspace and Airport Modeler (TAAM), and the FAA's Terminal Area Route Generation Evaluation and Traffic Simulation. He has also served as a panel member of several aircraft noise related projects of Airport Cooperative Research Program.

Mr. Thapa's experience in airfield and airspace analyses using simulations encompasses projects at hub and gateway airports, including airports in Chicago, Atlanta, Phoenix, and Los Angeles. His experience includes airfield and airspace simulation for the O'Hare Modernization Program, the Boston Airport Noise Study, Palm Beach International Airport's Airfield Improvement Project, and Los Angeles World Airports, and the San Diego County Airport Site Selection Program. Mr. Thapa was an integral part of the technical team on City of Chicago Department of Aviation Chicago O'Hare Modernization Plan (OMP), providing airfield and airspace modeling services using TAAM, which included airfield delay and capacity studies of existing and future scenarios that supported the environmental analyses of the OMP EIS. He also played a lead role in providing the necessary input data for air quality and noise analyses for the OMP project.

Mr. Thapa's noise impact analysis experience includes preparation of aircraft noise exposure maps and noise abatement procedures for various airports including, San Diego International Airport, Terre Haute International Airport, and Cincinnati/Northern Kentucky International Airport under Title 14 Code of Federal Regulations Part 150 (14 CFR 150). He has also developed annual noise exposure maps for Midway International, O'Hare International, Detroit Metropolitan Wayne County, Los Angeles International, and Seattle-Tacoma International Airports. Recently, Mr. Thapa worked on the preparation of the Environmental Report of the Specific Plan Amendment Study for the modernization and improvement of Los Angeles International Airport and he was responsible for airfield and airspace simulations, modeling aircraft noise contours and impact analyses including, sleep disturbance from aircraft noise under various north airfield alternatives. Currently, Mr. Thapa is serving as a lead technical analyst conducting noise exposure modeling of various noise abatement alternatives as part of the Part 150 Noise Exposure Map/Noise Compatibility Program Update Study at San Diego International Airport.



# HISTORIC RESOURCES GROUP

---

12 S. Fair Oaks Avenue, Suite 200  
Pasadena, CA 91105

---

Tel 626-793-2400  
[historicresourcesgroup.com](http://historicresourcesgroup.com)



## **PAUL D. TRAVIS, AICP** *Managing Principal*

Experience Profile  
Years of Experience: 16

Paul Travis has been with Historic Resources Group since 2006 and specializes in master planning, CEQA, NEPA and Section 106 environmental review, and historic resources assessment.

At Historic Resources Group, Paul manages planning-related projects with a focus on large, multi-property sites including college campuses, historic downtowns, neighborhoods and districts, industrial sites, motion picture studios, and military bases. Paul has drafted preservation plans for the University of Southern California, NBC Universal Studios, Hollywood, and Los Angeles International Airport. He has participated in the development of community plans or specific plans for Paso Robles, Fresno, and Whittier; and has been involved in the master planning process for Loyola Marymount University, Occidental College, Mount St. Mary's College, Fox Studios, the Alameda Naval Station, and the Downey NASA site. Recent survey experience includes historic resource surveys for the cities of Los Angeles, Ventura, Glendale, Paso Robles, San Diego, and Fresno.

Prior to working at HRG, Paul worked as a research assistant at the Lewis Center for Regional Policy Studies performing academic research for study of transit-oriented development along the Pasadena Gold Line light rail system. Responsibilities include gathering and analysis of ridership data and adjacent development activity, and field observation of conditions surrounding transit stops.

Paul Travis meets the *Secretary of the Interior's Professional Qualification Standards* in Historic Preservation in Historic Preservation Planning and History.

# HISTORIC RESOURCES GROUP

---

12 S. Fair Oaks Avenue, Suite 200  
Pasadena, CA 91105

---

Tel 626-793-2400  
[historicresourcesgroup.com](http://historicresourcesgroup.com)

## **Selected Projects**

Fresno Fulton Corridor Specific Plan, Fresno  
Fox Studios Master Plan, Century City  
Gamble House Cultural Landscape Report, Pasadena  
LAX Historic Assessments, Environmental Review, Preservation Plan  
NBC Universal Evolution Plan, Universal City  
Sunset Bronson Studios, Hollywood  
SurveyLA, Los Angeles  
Thacher School, Ojai

## **Education**

Master of Arts in Urban Planning,  
University of California, Los Angeles, 2006  
Bachelor of Fine Arts, Printmaking,  
San Jose State University, San Jose, 1985

## **Speaking Engagements**

California Preservation Foundation

- Historic Resources and the California Environmental Quality Act
- Historic Resources Surveys
- Preservation Planning

American Planning Association, California Chapter

- Preservation Planning

## **Professional Affiliations**

American Institute of Certified Planners, Member  
American Planning Association  
American Planning Association, Los Angeles Chapter, Member  
California Preservation Foundation, Guest Speaker, Workshop Leader  
National Trust for Historic Preservation, Member

## **Reference**

Lisa Trifiletti, Principal | Trifiletti Consulting  
310.738.2099 | [lisa@trifiletticonsulting.com](mailto:lisa@trifiletticonsulting.com)



## **Lisa Lopez Trifiletti**

**Trifiletti Consulting, Inc. | 1545 Wilshire Blvd., Suite 700, Los Angeles, CA 90017 | Bar No. 238510**

---

### **PROFESSIONAL EXPERIENCE**

#### **Trifiletti Consulting, Inc.**

2016 – present

##### *Principal*

- Provide strategic counsel to leaders in public agencies and political offices, private sector developers, infrastructure firms, business associations, and civic organizations
- Develop innovative, transparent and consensus building approaches to securing stakeholder buy-in and multi-jurisdictional approvals for complex development and infrastructure projects
- Manage complex environmental clearance projects and entitlement strategies that embrace sustainability and minimize environmental impacts
- Current projects include: Support to LAWA Environmental Programs Group and External Affairs; City of Inglewood Transportation Planning; Metro Sepulveda Pass Feasibility Study; Office of County Supervisor Mark Ridley-Thomas – Vermont Manchester Revitalization; and Los Angeles Department of City Planning – South West Valley Community Plan Update

#### **Los Angeles World Airports, Los Angeles International Airport**

2010 – 2016

##### *Deputy Executive Director, Chief Sustainability Office*

##### *Director of Environmental and Land Use Planning, Executive Assistant of Airports*

- Managed all strategic planning, environmental/legal analysis, public outreach, entitlement and permitting processes for all capital and infrastructure improvement projects at Los Angeles International Airport (LAX), Van Nuys Airport, Ontario Airport, and Palmdale land holdings
- Responsible for managing a division consisting of over 60 full-time employees and contract management of over \$20 million consulting services
- Managed the coordination and interface with all Los Angeles World Airports (LAWA) divisions, and all external regulatory agencies, including the Federal Aviation Administration, South Coast Air Quality Management District, California Department of Transportation, Los Angeles County Metropolitan Transportation Authority, California Department of Fish and Wildlife, Los Angeles County Airport Land Use Commission, City of Los Angeles Office of Historic Resources, all relevant City agencies, and approving bodies, including Los Angeles City Council, Board of Airport Commissioners, and County Commissions
- Led the strategic land use planning, urban design, entitlement strategy, economic and legal analysis for:
  - Development of 2.3 million sq ft on 350 acres of LAWA property located in Westchester
  - LAX Landside Access Modernization Program
  - LAX Midfield Satellite Concourse Project
  - LAX West Aircraft Maintenance Area Project
  - LAX Supplemental Use District application for outdoor advertising rights
  - LAX Master Conditional Use Permit for Alcohol for 205 locations
  - LAX Runway Safety Area Improvement Projects
  - Prop O Stormwater Facility
- Led the coordination effort with Los Angeles County Transportation Authority, including collaboration on the Airport Metro Connector Project, the LAX Landside Access Modernization Program, and construction coordination with the Crenshaw/LAX Transit Corridor Project
- Directed and managed all technical consultants required for environmental analysis and documentation pursuant to CEQA and NEPA for all LAWA projects, and direct seven major simultaneous Environmental Impact Reports
- Managed LAWA's environmental regulatory compliance division, including compliance activities for air quality, water quality, hazardous substance and wildlife issues, as well as compliance of abatement policies for aircraft noise reduction; oversee the LAWA Sound Insulation Grant Program for neighboring jurisdictions, including Inglewood, El Segundo, and the County of Los Angeles
- Directed and implemented the LAWA Sustainability Policy and Reporting Program, including the development of the LAX Ground Service Equipment Policy, electrification projects, noise abatement, and water quality treatment facilities





- Responsible for LAWA's compliance strategy and project implementation associated with the LAX Mitigation Monitoring requirements, existing settlement obligations, and environmental policies

**Los Angeles City Council, District Five**

2009 – 2010

**Councilmember Paul Koretz**

*Chief Planning Deputy*

- Served as chief advisor on all planning and land use issues throughout the City of Los Angeles
  - Prepared and reviewed official statements on planning documents, land use policies and new projects
  - Provided expert testimony before State, City, local Boards and Commissions
  - Presented land use issues and emerging land use initiatives to community organizations and agencies
  - Supervised West Los Angeles field staff
- Led public policy initiatives in areas of housing, transportation, and economic development
  - Analyzed environmental documents and provided project input to address constituent concerns for all development and infrastructure projects, including Metro Expo Phase II, Rapid Bus lanes, and Red Line
  - Spearheaded the development of the Century City Transportation Management Organization, the update of the West Los Angeles Transportation Improvement Mitigation Specific Plan, and coordinated the Westside Mobility Study
  - Executed MTA Call for Projects Grant Awards for CD 5 transportation projects, and secured an over \$3 million grant for pedestrian improvements
  - Implemented public valet program, urban design and streetscape plan for West Third Street

**Los Angeles City Council, District Five**

2006 – 2009

**Councilmember Jack Weiss**

*Chief Planning Deputy*

- Served as chief advisor on all planning and land use issues throughout the City of Los Angeles
- Responsible for public policy initiatives in areas of housing, transportation and economic development

**Manatt, Phelps and Philips, Los Angeles, CA**

2004 – 2006

*Legal Associate*

- Researched and prepared legal memoranda; performed fact investigations and witness interviews; drafted and edited motions, interrogatories, interrogatory responses; drafted discovery requests
- Performed extensive Pro Bono work; served as Guardian ad Litem for foster care youth; researched battered women's syndrome and drafted habeas corpus petition; sought FEMA benefits for Hurricane Katrina victims

## **EDUCATION**

**Loyola Law School, Los Angeles, CA**

2005

*Juris Doctor*

- American Jurisprudence Awards: Constitutional Law, Trial Advocacy, Civil Rights Litigation
- Honors: Public Interest Law Scholar; Order of the Coif; 2005 National Association of Women Lawyers Award; Alpha Sigma Nu, Jesuit Honors Society 2005; Sayre Macneil Scholars; St. Thomas More Law Honor Society

**Harvard University, Cambridge, MA**

1998

*Master of Arts: Education Administration, Planning, and Social Policy*

**Boston College, Chestnut Hill, MA**

1997

*Bachelor of Arts: History and Secondary Education*

## **COMMUNITY ACTIVITIES**

**Board Secretary, New Economics for Women, Los Angeles, CA**

- A non-profit organization that provides affordable housing, supportive services, and training aimed at immigrant families, and operates Charter Schools in low-income neighborhoods

**Volunteer, Learning Rights Law Center, Los Angeles, CA**

- Volunteer as Guardian ad Litem for foster care youth on educational civil rights cases

## Education

Bachelor of Science – Civil  
Engineering, Michigan  
Technological University

## Professional Affiliations

Airports Council International-  
North America – Member

American Association of Airport  
Executives – Corporate Member

## Years of Experience

Ricondo: 16

Other Firms: 0

## Office Location

Chicago, Illinois

# Michael D. Truskoski

## Managing Consultant



Since joining Ricondo & Associates, Inc. (Ricondo), in 2006, Mr. Truskoski has assisted with a variety of airfield, airspace and land use planning tasks, including obstruction analyses under Title 14 Code of Federal Regulations Part 77 (14 CFR Part 77), *Safe, efficient use and preservation of the navigable airspace*, and *US Standard for Terminal Instrument Procedures* (TERPS); one-engine-inoperative object analyses; and International Civil Aviation Organization (ICAO) Annex 14, Aerodromes, and PANS-OPS analyses.

Mr. Truskoski led comprehensive TERPS and Part 77 analyses for Ronald Reagan Washington National Airport, Los Angeles, McCarran (Las Vegas), Midway, San Diego (and the surrounding counties) International Airports, and Ronald Reagan Washington National Airport. He held a lead role in tall object and analyses and airfield assessments for Charleston, Midway, Chicago O'Hare, San Diego, and Washington Dulles International Airports.

Mr. Truskoski provided on-site technical support for the preparation of the Airport Layout Plan and Master Plan, bus gate/arrival hall expansions, and Project definition Documents (PDD) for security check point enhancements for Abu Dhabi International Airport. He also provided on-site lead technical services and task management for hangar and FBO facility expansions, tall structure evaluations, Police Air Wing, and apron utilization/optimization evaluations at Al Bateen Airport and has myriad experience with GCAA standards and practices. For Al Ain International Airport, Mr. Truskoski served in an on-site lead technical role and task manager for the reserve runway OLS evaluation, grading and earthwork evaluations for airfield facility relocations, Military MRO relocation programming, and taxiway expansion alternatives. He also prepared optimized emergency response times and routes for Abu Dhabi International Airport to simulate minimum response times to various future facilities. He also held a lead role in the preparation of line-of-sight studies for Kahului Airport's remain overnight aprons and support facilities in order to assess the effect of proposed aircraft tails, utility poles, and facility relocation line-of-sight to neighboring taxiways. In addition, he prepared an analysis for O'Hare International Airport to assess the impact of new facilities on a future taxiway system to dictate which Control Tower was responsible for directing aircraft ground movements and determine safe hand-off points.

Mr. Truskoski has also served in lead roles for runway length analyses, airfield geometry compliance studies, hot spot reviews and mitigation assessments and peer design reviews for new facilities especially at O'Hare International Airport. He has prepared Airport Rescue and Firefighting response time analyses, as well as for support facility drive-time reviews to assess truck lead times for Abu Dhabi and O'Hare International Airports.

Mr. Truskoski led comprehensive master plans for Al Bateen and Laredo International Airports, both of which contained large facility development or repurposing plans in addition to taxiway geometry considerations and operational feasibility assessments. Mr. Truskoski also serves as the project manager for the Columbus International Airport Airside On-call efforts where he led facility development alternatives, the preparation of the Airport Layout Plan, and Exhibit A property map preparation. He also serves as deputy project manager for the Milwaukee Mitchell International Airport Master Plan, and task lead for the Allegheny County Airport Authority (ACAA) On-Call Services contract in Pittsburgh, PA where he leads a variety of airside planning tasks.

## Kassandra H. Tzou, PE

### Human Health/Health and Safety Risks

Ms. Tzou has more than 28 years of experience as an environmental engineer with a wide background in the development, implementation, and management of environmental engineering projects. Her experience includes projects involving environmental impact statement (EIS) /environmental impact report (EIR), soil and groundwater remediation, groundwater modeling, water quality studies, design of water and wastewater distribution systems, and modeling of pipeline systems, environmental site assessments, site investigations, health risk assessments, and fate and transport modeling.

Since 2000, she has served as CDM Smith's project director for On-call General Environmental Services (GES) contracts with Bay Area Rapid Transit (BART) and has managed over 100 projects and task orders for BART. Ms. Tzou is responsible for developing work plans and project specifications, permitting, managing field engineering activities, supervising field staff and subcontractors, preparing engineering reports, and submitting progress reports and invoices. Her quality work and attention to detail contributed to CDM Smith's selection as a BART contractor for three consecutive as-needed GES contracts.

#### Human Health Risk Assessments

Ms. Tzou has conducted numerous human health risk assessments (HHRA) and risk-based analyses for industrial and governmental clients to determine the risk of onsite and offsite receptors to onsite contaminants. Clients include Anadite, Santee Dairy, General Motors, Playa Vista, BKK Landfill, U.S. Coast Guard, Ryder Trucks, Union Pacific Railroad, Los Angeles Department of Water and Power, and Autoliv. Additional clients are described in more detail below.

**Risk Assessment Specialist, Los Angeles International Airport, Los Angeles, California, 1998-2021.** As technical staff, Ms. Tzou provided internal quality control review for the health risk assessment portion of the Los Angeles International Airport (LAX) Master Plan EIS/EIR, 1998-2001. She also coordinated the production and incorporation of the risk assessment into the Master Plan EIS/EIR and evaluated the risks from the Master Plan Alternatives in comparison to the results of the MATES II study conducted by the South Coast Air Quality Management District. Ms. Tzou also served as a technical expert during an informational poster display at a LAX public hearing. Over the years, Ms. Tzou's role in completion of the human health risk assessments has grown with each successive project moved forward under the LAX Master Plan. Ms. Tzou worked on a number of human health risk assessments for LAX – preparing air quality and health risk assessment protocols and conducting health risk assessments for air toxics for EIRs for the following projects:

- South Airfield Improvement Project EIR, 2005
- Cross Field Taxiway Project EIR, 2008
- Bradley West Project EIR, 2009
- Central Utility Plant Project EIR, 2009
- Specific Plan Amendment Study EIR, 2012

#### Education

MS - Environmental Engineering, Johns Hopkins University, 1993

BS - Civil and Environmental Engineering, Cornell University, 1992

#### Registration

Professional Engineer: California, 2000

#### Certifications

OSHA 40 Hour  
HAZWOPER  
Certification

Project Management  
Professional (PMP)

- **Midfield Satellite Concourse EIR, 2013**
- **West Aircraft Maintenance Area, 2013**
- **Landside Access Modernization Program, 2016-2018**
- **Airfield and Terminal Modernization Project EIR, 2019-2021**

**Risk Assessment Specialist, Human Health Risk Assessment, Sustainability Assessment of Disposal Options, District of Columbia Department of Public Works, Washington, D.C., 2021.** Ms. Tzou conducted a HHRA to estimate cancer risks, chronic (long-term) non-cancer health hazards, and acute (short-term) non-cancer health hazards associated with exposure to hazardous air pollutants that would be emitted under disposal options involving a combustion facility and two landfills.

**Risk Assessment Specialist, Human Health Risk Assessment, Omega Chemical Superfund Site, Los Angeles, California, 2004 - 2015.** Ms. Tzou conducted an HHRA for the Omega Chemical Superfund Site. Past industrial activities on this site involving chlorinated and aromatic solvents have resulted in impacts to the soil and groundwater. One of the primary pathways of concern at the site is the migration of soil gas into indoor air of onsite and offsite buildings.

**Risk Assessment Specialist, HHRA, Union Pacific Taylor Yard, Los Angeles, California, 2012 - 2014.** Ms. Tzou completed an HHRA for the Union Pacific Taylor Yard Site in Los Angeles. Past industrial activities on this site resulted in high concentrations of total petroleum hydrocarbons, lead, arsenic, impacts to the soil. Regional groundwater is impacted with chlorinated solvents and is addressed separately.

**Senior Technical Staff, Risk Analysis, Fresno Sanitary Landfill, Fresno, California, 2006-2014.** Ms. Tzou conducted an analysis of risk and a supplemental risk assessment for the Fresno Sanitary Landfill to address risks for people using properties adjacent to the landfill. These properties included a regional sports complex (softball fields, soccer fields, picnic areas, park lake, etc.).

**Risk Assessment Specialist, Risk Assessment Support, Santa Susana Field Laboratory Site, Simi Valley, California, 2008.** Ms. Tzou provided risk assessment support in the preparation of a data gaps analysis for this Department of Energy (DOE) site. A broad range of energy-related research and development projects have been conducted at Santa Susana Field Laboratory (SSFL). DOE and its contractors operated several nuclear reactors and associated fuel facilities and laboratories within this area from the 1950s until the late 1980s. Phasing out of nuclear operations began during the mid-1960s and by 1988 all nuclear reactor operations in Area IV of SSFL had ceased. Beginning in the 1990s activities in Area IV of SSFL have focused on decontamination and decommissioning and remediation. Spills and releases from reactors and support structures have resulted in chemical and radiological contamination of building surfaces, soil, ash, weathered bedrock, sediment, and groundwater.

**Risk Assessment Specialist, HHRA, Santa Rosa EIR, Santa Rosa, California, 2007-2008.** Ms. Tzou completed an HHRA for the Discharge Relocation Project for the Incremental Recycled Water Program in the City of Santa Rosa. The purpose of the risk analyses was to determine if direct or indirect discharge of effluent from the Subregional Facility to the Russian River or Laguna de Santa Rosa would present a significant threat to human populations after implementation of any of the plan alternatives. The HHRA considered bioaccumulation in fish and ingestion, agricultural crop ingestion, as well as

exposure to non-regulated chemicals that may be discharged into the river, such as pharmaceuticals and naturally occurring hormones.

**Risk Assessment Specialist, Risk Assessment, Central Truckee Meadows, Reno, Nevada, 2000-2002.** Ms. Tzou conducted a risk assessment of Central Truckee Meadows to evaluate the potential current and future human health risks and environmental impacts associated with tetrachloroethylene in groundwater beneath the City of Reno.

**Risk Assessment Specialist, Risk Analysis for 97-005 Permits, 2009.** Ms. Tzou conducted risk analyses in support of 97-005 permits for several clients. These analyses involved calculating risks and hazards for potential municipal water users based on potential failure modes of groundwater treatment systems of impaired water supplies.

**Risk Assessment Specialist, HHRA, Long Beach Airport, Long Beach, California, 2006.** As senior technical staff, Ms. Tzou conducted a human health risk assessment of Long Beach Airport in support of Long Beach Airport Terminal Improvement EIR. The project provides improvements to the existing terminal and related facilities at the airport in order to accommodate recent increases in flight activity at the airport as well as increases which may occur in the future consistent with operational limitations of the Airport Noise Compatibility Ordinance and the 1995 Settlement Agreement. The human health risk assessment evaluates the chronic cancer and non-cancer risks as well as the acute non-cancer risks through exposure to toxic air emissions by residential and commercial receptors in the surrounding areas.

**Risk Assessment Specialist, Risk Assessment, Santa Barbara Channel Islands, California, 2005-2006.** The U.S. Coast Guard contracted with CDM Smith to conduct a Resource Conservation and Recovery Act Facility Investigation of Aid to Navigation Sites off the coast of Santa Barbara, California. These sites are isolated and use or used navigation lights powered by batteries. Despite removal activities, battery debris remains on the islands resulting in elevated metals concentrations. Ms. Tzou conducted a risk assessment to determine if metals released at the Channel Island sites represented a potential threat to human health to rangers, recreationists, and research scientists visiting the site.

**Risk Assessment Specialist, Human Health Risk Assessment, Oakland International Airport (OAK), Oakland, California, 2003.** As senior technical staff, Ms. Tzou conducted a HHRA of OAK in support of OAK's Supplemental Environmental Impact Report. The Air Toxics Modeling and HHRA conducted in tandem for the EIR evaluate the chronic cancer and non-cancer risks as well as the acute non-cancer risks for the proposed project and several alternatives. Emissions from planes taxiing and idling, ground service equipment, and cargo trucks were considered as primary sources. The HHRA evaluated residential and commercial receptors in the surrounding areas for exposure through initiation of toxic air emissions, ingestion of fish from local water bodies, and deposition of air contaminants onto soil and possible uptake into homegrown produce.

**Risk Assessor, HHRA, Verizon, 2001.** Ms. Tzou conducted a health risk assessment for the release of diesel particulates in the exhaust of emergency generators located at Verizon facilities. Air quality modeling analysis was conducted to determine the diesel particulate concentrations at receptor locations surrounding each facility. Varying stack heights and generator run times were evaluated.



### Education

Master of Science – Management of Technology, Technology Leadership Institute, University of Minnesota, 2022

Bachelor of Business Administration – Major in Airports, University of North Dakota, 1990

### Professional Affiliations

Air Traffic Controllers Association

Airports Council International-North America – Member

American Association of Airport Executives – Certified Member

Aviation Industry Advisory Board, St. Cloud State University – Former Chairman

Aviation Workforce Development – Board Member

FAA Performance-Based Aircraft Aviation Rulemaking Committee

Federal Aviation Administration, Terminal Area Operations Aviation Rulemaking Committee

### Certifications and Licenses

Project Manager Professional Certification

Private Pilot, Single-Engine Land Airplane

Safety Management Systems I, II, and Audit – MITRE Center for Advanced Aviation System Development (CAASD)

Area Navigation (RNAV) – MITRE CAASD

Terminal Area Route Generation Evaluation and Traffic Simulation – MITRE CAASD

### Years of Experience

VMC: 17

Other Firms: 15

### Office Location

Minneapolis, Minnesota

## Robert M. Varani, MS, PMP, CM

### Vice President of Operations



Mr. Varani serves as the Vice President of Operations for VMC, LLC. He is experienced in all aspects of airport/airspace planning, air traffic management, and aeronautical systems engineering, including master planning, airspace redesign, capacity analysis, terminal instrument procedures development, simulation modeling, aeronautical surveys, obstacle evaluations, hazard analysis, environmental assessments, environmental impact statements, site selection studies, aviation demand forecasting, airport design, airport

layout plans, airport land use planning, construction planning, navigational aid engineering, safety management systems (SMS), and public relations for airport, commercial, and Federal clients.

Mr. Varani specializes in Next Generation Air Transportation System (NextGen) systems, aviation technology implementation for communication, navigation, and surveillance, air traffic management, and SMS. He has led multiple SMS Safety Assurance and Safety Risk Assessment (SRA), SRA Panel Reviews, and Gap Analysis for terminal expansion, taxiway, surface movement, ramp control, and research projects for clients throughout the world, including Los Angeles International Airport, Washington National Reagan Airport, the Abu Dhabi International Airport, and the Federal Aviation Administration. He brings experience with surface movement, airspace design, performance-based navigation, automated surface movement and guidance system, navigational aid (NAVAID), and capacity-related projects for airports that are terrain challenged or located in complex, high-density airspace. Mr. Varani has extensive knowledge of International Civil Aviation Organization and Federal Aviation Administration (FAA) standards and criteria for airports, airspace, air traffic control, NAVAIDs, and aviation systems.

Mr. Varani served as the lead for the development of a concept of operations (CONOPs), development of a request for proposals, selection of a vendor, and preliminary system design for virtual ramp control (VRC) at Orlando International Airport. He is currently leading a team preparing a CONOPs for a VRC at O'Hare International Airport as part of the Terminal Area Plan.

For the FAA, Mr. Varani has worked as a program manager for the Integration and Interoperability Facility, Air Traffic Organization Terminal Engineering and Scientific Research, AeroNav Products Instrument Flight Procedures Reduction, Wet Runway Aircraft Brake Testing, and Noise Abatement Charting Taxonomy projects.

He currently serves as the Principal Research for ACRP 10-31 *Remote Ramp Control Facilities*. He previously served as Co-Principal Investigator on Airport Cooperative Research Program (ACRP) 03-33, *NextGen—Airport Planning and Development*, and ACRP 03-34, *NextGen—Understanding the Airport's Role in Performance-Based Navigation*. He also served as a researcher for ACRP Project 07-18: *Large UAS Impacts on Airfield Design*, ACRP Report 38, *Understanding Airspace, Objects, and Their Effects on Airports*.

## Education

Bachelor of Science – Aviation Technology, Purdue University

Management Minor – Purdue University, Krannert School of Business

## Professional Affiliations

Airports Council International World Economics Standing Committee – Former Member

Airports Council International–North America – Past Finance Committee Steering Group, Member

American Association of Airport Executives – Corporate Member

Women in Transportation Seminars, Greater Chicago Chapter – Past President

## Certifications and Licenses

Commercial Pilot Certificate  
Multi-Engine Land, Instrument  
Airplane (not current)

## Years of Experience

Ricondo: 20

## Office Location

Chicago, Illinois

# Kristina L. Woodward

Vice President



Ms. Woodward joined Ricondo & Associates, Inc. (Ricondo) in 2002. Currently she manages large, multi-disciplinary teams delivering airport consulting services and provides advisory services for senior airport management staff. She focuses on understanding the needs of airport operators and delivering the services that help inform decision-making. She evaluates and provides strategic guidance on capital projects, often with a focus on the relationship of capital program needs, financial implications, and funding options. Ms. Woodward's experience includes efforts at Austin-Bergstrom International, Dallas Fort Worth International, Fort Lauderdale-Hollywood International, Harry Reid International, LaGuardia, John F. Kennedy International, Midway International, O'Hare International, Philadelphia International, San Diego International, and Luis Muñoz Marín International (San Juan) Airports. Ms. Woodward also evaluated economic and regulatory issues impacting airports world-wide through her prior membership position on the Airport Council International World Economics Standing Committee and continued focus on US legislative actions.

Ms. Woodward has been involved with large, complex bond issuances, grant applications, Passenger Facility Charge (PFC) applications, and Federal loans. She has participated in the preparation of financial feasibility reports for more than \$20 billion in revenue bond financings including bonds from seven different issuers. She has assisted with the completion of US Federal funding applications, including five FAA Airport Improvement Program Letter of Intent applications and associated benefit cost analyses. She has also completed applications for PFC impose-and-use authority for runway projects, land acquisition, terminal expansion, and sound insulation projects. At the invitation of the FAA in 2013, Ms. Woodward participated in a working group session that evaluated the PFC program and its potential reform. Ms. Woodward has also assisted in applying for and closing one of only a few US Department of Transportation Infrastructure Finance and Innovation Act loans for airport projects.

Ms. Woodward led Ricondo's efforts on the development of a ground transportation strategic plan for Dallas Fort Worth International Airport which assessed the impacts of ground transportation trends. Efforts included evaluation of local and global access trends, analyzing current passenger behavior, future scenario development, and near- and long-term recommendations to address facility needs and revenue impacts.

Ms. Woodward led a variety of significant projects assisting airports with financial and operational needs. She assisted the Chicago Department of Aviation in coordinating funding sources for four runways and a combined public parking/consolidated rental car facility; she led the bond feasibility study for the LaGuardia Airport Terminal B Redevelopment Project—a public-private partnership project to replace the central terminal at LaGuardia Airport; and she managed large-scale simulation analyses of airport operations for O'Hare and San Diego International Airports. In 2022, at the request of the FAA, Ms. Woodward provided training to the FAA's airports organization on issues facing US airports.





**DANIEL ZEBALLOS**  
Chief Creative Officer

Firm | Years with Firm  
Illustrate My Design | 14  
Total Years of Experience | 18  
Aviation Experience | 7

#### Education

Bachelor of Science: Architecture,  
Catholic University of La Paz, Bolivia  
Catholic University, Washington DC,  
International Study

#### Professional Affiliations

American Society of Architectural  
Illustrators  
SIGGRAPH  
DCVR

#### Employment History

Illustrate My Design  
Co-Founder | 2008-Present

Claude Engle Lighting Consultants  
Architect, Lighting Designer | 2006-2008

Rounds Van Duzer Architects  
Architect | 2005-2006

Independent Architect | 2003-2005

Christian Zapatka Architects  
Associate | 2001-2002

Professional Licensure | Not Applicable

#### Proposed Role | Rendering/Visualization and Animation

As Chief Creative Officer at IMD, Daniel uses his experience and talent to oversee the dozens of renderings sent out weekly for both local and international projects. Latest projects include the Pittsburgh Airport Terminal Modernization, the Master Plan update for Seattle-Tacoma International Airport and others. Overall Daniel has lead 18 projects at top airports in the US. With an eye toward the future, Daniel leads our team to develop customized solutions using emerging technologies for immersive experiences, driving innovation in architectural visualization. He is a member of the American Society of Architectural Illustrators and SIGGRAPH, and frequent lecturer at these groups as well as the American Institute of Architects, DCVR, and industry conferences around the country.

#### Experience

##### Seattle-Tacoma International Airport, Port of Seattle

**Project Role:** As Principal in Charge for three animated videos for the SEA International Airport, Daniel worked along side the Prime as well as airport staff to develop the concepts that address the internal and outward facing needs of the airport. Among the deliverables included various animated videos was to illustrate the future vision of the airport for near and long term projects. It included renovations of the Main Terminal, new Checkpoints, new restrooms, a new South Terminal, and new Terminal with a Processing facility. In addition, the visualized scope also included a new Ground Transportation Center, roadway improvements and new Landscape design. The video was divided into three Passenger Experience paths to cover all the areas of the airport. The total video length was approximately 10 minutes.

##### Los Angeles International Airport | Los Angeles World Airports

**Project Role:** From start to finish, Daniel oversaw the production for a CGI Animation video of a study of a new TNC location. A labor intensive effort of working with existing and new 3D files, Daniel optimized countless elements to achieve one master model which included all aspects of the airport. Notably, this comprehensive model did not exist among airport consultants or the airport itself. This streamlined model was used for the purpose of an animation to illustrate new traffic patterns to alleviate congestion. The animation included all the terminals of the airport, a simulation of the vehicular traffic. The final video deliverable includes aerial views of LAX.

##### Fort Lauderdale International Airport | Broward County Airport Authority

**Project Role:** As Principal in Charge for a nearly 20-min animated film, this animation included both live footage of existing conditions and 3D computer generated imagery of the two preferred design concepts used for review by the Broward County Airport Board, airlines, and ultimately the public. The animation includes views of the overall site and surroundings from various angles, and the transportation methods in and around the airport. In addition, the animation illustrates the phasing sequence for demolition and construction throughout the site, and provides an overview of the passenger experience for both Departures and Arrivals paths through the future airport site and terminal. Animation, and other visual and experiential content, will develop throughout the planning design phases. Daniel diligently worked with the Prime and our team to meet the needs of the airport with outstanding success.



Andrea Zimmer, PhD

## Hydrology/Water Quality/Water Resources

Dr. Zimmer is a water resources engineer with experience in long-term supply planning, hydraulic and hydrologic modeling, and optimization analysis. She has worked with multiple software programs, including ArcGIS, RiverWare, Matrix Laboratory (MATLAB), Environmental Protection Agency's Storm Water Management Model (EPA SWMM), Hydrologic Engineering Center's River Analysis System (HEC-RAS), Hydrologic Engineering Center's Hydrologic Modeling System (HEC-HMS), MODFLOW, Water Evaluation and Planning System (WEAP), PowerSim, STELLA, and Excel VBA.

**Project Engineer, Landside Access Modernization Program Stormwater Management Plan / Hydrology and Water Quality Study, LAX Airport, Los Angeles, California.**

Dr. Zimmer quantified necessary water quality and drainage volumes to capture California Environmental Quality Act (CEQA) required runoff for new LAX landside development. She collaborated with staff across CDM Smith and attended client meetings to discuss the preferred arrangement of stormwater best management practices that met regulations. She directed junior staff to process data and assemble ArcGIS maps.

**Project Engineer, Research and Development for Integrated Water Systems Model, Los Angeles, California.**

Dr. Zimmer worked with a team of model developers to create PowerSim-based supply and demand modules that incorporate data typically available from clients, and output parameters necessary for supply forecasts. These modules can be assembled into water management plans of varying detail.

**Project Engineer, Phase 2 LAX Campus-Wide Stormwater Management Plan for Pershing Imperial Sub Basin, Los Angeles, California.** Dr. Zimmer organized efforts between two teams of sub consultants and CDM Smith staff to evaluate as-builts and perform on site surveys requisite to updating an ArcGIS database for the LAX stormwater system. She coordinated and helped implement additions to an EPA SWMM model of airfield storm drains to add the capability to portray surface water flow patterns.

**Project Engineer, Metro Vancouver Comprehensive Regional Water System Plan, Vancouver, Canada.** Dr. Zimmer synthesized water supply system data including member agency delivery agreements, operator reports, construction diagrams, and seismic reliability studies to develop a simplified system schematic and outline key operating rules at a monthly temporal scale for implementation within a STELLA framework.

**Project Engineer, Upper San Gabriel Valley Municipal Water District Integrated Resources Plan, Monrovia, California.** Dr. Zimmer helped to recalibrate and run an existing PowerSim model of the San Gabriel groundwater basin to estimate future water levels due to different management strategies and potential new supplies. She helped frame results for presentations to clients and worked with clients to ensure the validity of historic data for incorporation within the updated Integrated Resources Plan.

**Project Engineer, Pumping Demand and Efficiency Study for the US Bureau of Reclamation and Central Arizona Project, Phoenix, Arizona.** Dr. Zimmer helped design and implement both the physics and user interface for a Visual Basic Excel tool to calculate pump efficiencies and pump station operating costs at different spatial scales. This tool

### Education

PhD – Civil and Environmental Engineering, Hydrosystems, University of Illinois at Urbana-Champaign, 2014

MS – Civil and Environmental Engineering, Rice University, 2007

BS – Civil Engineering  
BA – German, Rice University, 2005

### Registration

Engineer-in-Training: Texas



allowed the user to specify pumps online, variable frequency drive or static head characteristics, energy costs, and flow magnitude.

**Project Engineer, San Diego Urban Water Management Plan Update, San Diego, California.** Dr. Zimmer researched the client water system and assembled historic data to create an updated urban water management plan. She incorporated a climate change section summarizing technical reports for the Colorado River and State Water Project. Dr. Zimmer managed junior staff to effectively conduct research and understand data valuable to the Urban Water Management Plan Update effort.

**Project Engineer, Municipal Water District of Orange County Reliability Investigation, , Fountain Valley, California.** Dr. Zimmer synthesized hydrologic records from the California State Water Project and Colorado River to identify water supply contributions to Municipal Water District of Orange County (MWDOC) from the Metropolitan Water District of Southern California. She collaborated with colleagues at University Corporation for Atmospheric Research to simulate deliveries from these sources under climate change conditions. Dr. Zimmer formulated a multi-faceted mass balance characterization of the Orange County Water District groundwater basin. She programmed the Stockholm Environmental Institute WEAP hydrologic model to run both historic and climate change projections in an index sequential format for the entire MWDOC system.





visit us at [www.ricondo.com](http://www.ricondo.com)

© 2022 Ricondo & Associates, Inc. All Rights Reserved.

LOCAL OFFICE  
**LOS ANGELES**

6033 West Century Boulevard  
Suite 840  
Los Angeles, California 90045

tel +1.312.606.0611

HEADQUARTERS  
**CHICAGO**

20 North Clark Street  
Suite 1500  
Chicago, Illinois 60602

tel +1.312.606.0611

Aerial image on front, back, and inside covers Google Earth Pro, 2022; Landsat/Copernicus, 2022; TerraMetrics, 2022; Data USGS, 2022 (aerial photography for visual reference only, may not be to scale).

# **ATTACHMENT 3:**

## **Cost Proposal Forms (Proposal Part C)**

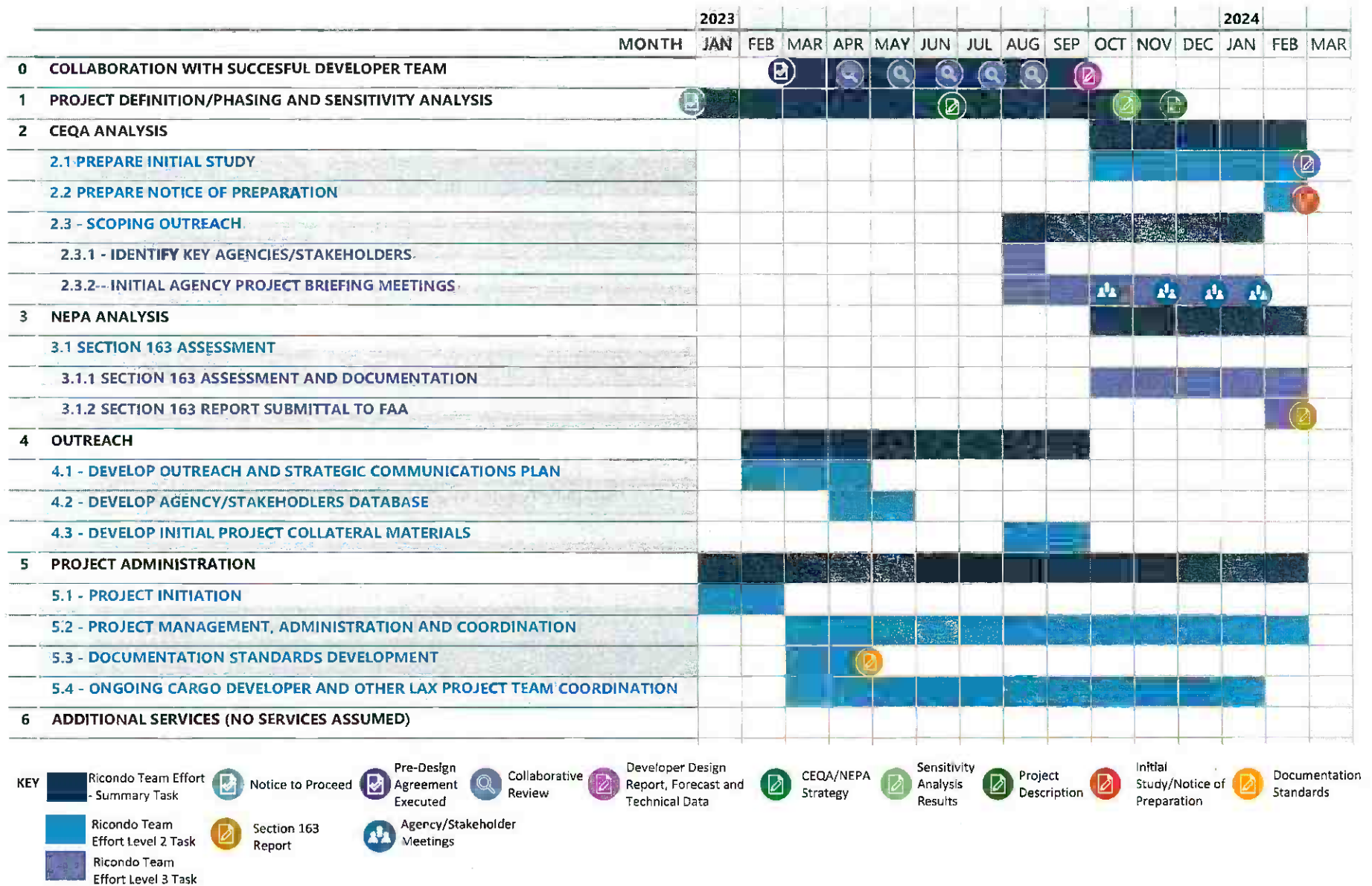
Environmental Technical and Expert Consulting Services for Cargo Modernization Final RFP  
Process – **Invitation to Submit Proposal Part C**

**Table 1 - Ricondo Team Key Personnel and Position Rates**

KEY PERSONNEL AND POSITION	HOURLY BILLING RATES <sup>1/</sup>
Joseph Huy, CM – Project Principal	\$395
Stephen Smith, PMP - Project Manager	\$340
Joseph Birge – Project Description Lead	\$340
Stephen Culberson - NEPA/CEQA Strategic Advisor and NEPA Lead	\$380
Julie Gaa – Documentation Lead	\$155
Robin Ijams – CEQA Lead	\$325
Emily Fan Michaelson – Public Outreach Lead	\$215
Anthony Skidmore, ACIP – NEPA/CEQA Strategic Advisor	\$325

<sup>1/</sup> Rates do not include expenses which will be reimbursed at cost by LAWA.

## LAX Cargo Modernization Environmental Support High Level Schedule





**LAX Environmental Technical & Expert Consultant Services for Cargo Modernization**  
**Non-Binding Rough Order of Magnitude Effort up to Initial Study and Notice of Preparation**  
**Ricondo & Associates, Inc.**

			Rough-Order-of-Magnitude Estimate	
Task #	Task Name		Low	High
0	Collaboration with Successful Development Team		\$ 350,000	\$ 950,000
1	Project Definition/Phasing and Sensitivity Analysis		\$ 560,000	\$ 965,000
2	California Environmental Quality Act (CEQA) Analysis		\$ 180,000	\$ 220,000
3	National Environmental Policy Act (NEPA) Analysis		\$ 30,000	\$ 45,000
4	Outreach		\$ 100,000	\$ 200,000
5	Project Administration		\$ 180,000	\$ 220,000
6	Additional Services		-	-
<b>GRAND TOTAL</b>			<b>1,400,000</b>	<b>2,600,000</b>

# Multiplier Submission



## EXHIBIT B

### Environmental Technical and Expert Consulting Services for Cargo Modernization

**Date:** November 29, 2022

**TO:** Los Angeles World Airports  
**ATTENTION:** Cliff Cortes, Procurement Supervisor  
 Administration West  
 7301 World Way West, 10<sup>th</sup> Floor  
 Los Angeles, CA 90045

**PROJECT:** Environmental Technical and Expert Consulting Services for Cargo Modernization at Los Angeles International Airport **(REVISED TO REFLECT NEGOTIATED PROFIT REDUCTION)**

#### PROPOSAL PART C: MULTIPLIER COST PROPOSAL

	A	B	C	D	E
	Firm Name	Labor Rate <sup>1</sup> <small>Labor is the base for the multiplier</small>	Home Office <sup>2</sup> Overhead <small>as a multiplier of Labor Rate B (Subject to audit)</small>	Profit <sup>3</sup> <small>as a multiplier of (B + C)</small>	Proposed Multiplier <small>(For Evaluation Purposes) (B + C + ((B+C)xO)) [to 2 decimal places]</small>
<b>PROPOSER</b>	Ricondo & Associates, Inc.	1.0	212.39	10%	3.44
Sub-Consultant 1	Aviatrix Communications, LLC	1.0	Unknown	Same as Proposer	
Sub-Consultant 2	Blackhawk Environmental, Inc.	1.0	Unknown	Same as Proposer	
Sub-Consultant 3	CDM Smith, Inc.	1.0	161.98%	Same as Proposer	
Sub-Consultant 4	Cogstone Resource Management	1.0	188.99%	Same as Proposer	
Sub-Consultant 5	Connico, LLC	1.0	167.00%	Same as Proposer	
Sub-Consultant 6	Craftwater Engineering, Inc.	1.0	Unknown	Same as Proposer	
Sub-Consultant 7	C2PM	1.0	166.97%	Same as Proposer	
Sub-Consultant 8	EcoTierra Consulting, Inc.	1.0	85.00%	Same as Proposer	
Sub-Consultant 9	Environmental Science Associates	1.0	196.03%	Same as Proposer	
Sub-Consultant 10	Historic Resources Group, LLC	1.0	101.90%	Same as Proposer	
Sub-Consultant 11	Illustrate My Design, LLC	1.0	Unknown	Same as Proposer	
Sub-Consultant 12	JBG Environmental Consulting	1.0	38.50%	Same as Proposer	
Sub-Consultant 13	Katz & Associates, Inc.	1.0	194.00%	Same as Proposer	
Sub-Consultant 14	Leland Saylor & Associates, Inc.	1.0	129.17%	Same as Proposer	
Sub-Consultant 15	Lex Consulting	1.0	Unknown	Same as Proposer	
Sub-Consultant 16	Meridian Consultants, LLC	1.0	170.00%	Same as Proposer	
Sub-Consultant 17	PBS Engineers, Inc.	1.0	Unknown	Same as Proposer	
Sub-Consultant 18	pointC, LLC	1.0	120.00%	Same as Proposer	
Sub-Consultant 19	Raju Associates, Inc.	1.0	Unknown	Same as Proposer	
Sub-Consultant 20	Trifiletti Consulting, Inc.	1.0	120.00%	Same as Proposer	
Sub-Consultant 21	VMC, LLC	1.0	160.58%	Same as Proposer	

The above is our Proposed Multiplier for the subject RFP. It is understood by all parties that this Proposed Multiplier includes all consideration for the proposer's Home Office Overhead Costs and profit and is the basis for calculating the Part C Multiplier component of the total proposal evaluation.

It is further understood by all parties that Home Office Overhead will be substantiated by LAWA audit and that the final contractual multiplier to be applied to direct labor, is the total of "(B + C + ((B+C)xO))" above, as substantiated by LAWA

audit of the respective overheads.

Finally, it is understood by all parties that the final contractual multiplier shall be applied to the appropriate direct labor costs only, not on other direct reimbursable costs. The Contract-allowed 3% Prime Consultant's management markup on Sub-Consultants' direct labor is independent of the final contractual multipliers.

**PROPOSER:** Ricondo & Associates, Inc.

**BY:**

  
(Signature)

Joseph A. Huy, CM

(Printed Name)

Senior Vice President

(Title)

**NOTES:**

1. Labor Rate shown here as 1.00 is the base direct labor rate actually paid to the employee sans any labor burden (the cost to a company to carry labor aside from salary—essentially fringe benefits and taxes).
2. Home Office Overhead inserted here consists of the Labor Burden plus General & Administrative (G&A) Overhead less any unallowable overhead expenses, as defined by CFR Title 48, FAR, Part 31. This rate is subject to verification by LAWA prior to award to the highest ranked firm.
3. Profit is just that Profit.
4. Sub-Consultant profit shall be the same as the Proposer's, but shall not be less than 7%



## EXHIBIT B

Ricondo & Associates

Environmental Technical and Expert Consulting Services

LAX Cargo Modernization

### Position Rate Form - Built-Up Rate Methodology Per Section 8.5 of RFP

Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
Ricondo & Associates, Inc.	Officer	\$ 487.37
Ricondo & Associates, Inc.	<b>Project Principal</b>	\$ 446.06
Ricondo & Associates, Inc.	<b>NEPA Lead / Project Manager</b>	\$ 396.48
Ricondo & Associates, Inc.	<b>Project Manager</b>	\$ 327.48
Ricondo & Associates, Inc.	<b>Project Description Lead</b>	\$ 346.10
Ricondo & Associates, Inc.	Director/Associate Director	\$ 353.53
Ricondo & Associates, Inc.	Managing Consultant/Managers	\$ 250.61
Ricondo & Associates, Inc.	Senior Consultant/Tech Specialist II	\$ 160.82
Ricondo & Associates, Inc.	Consultant/Tech Specialist I	\$ 118.93
Ricondo & Associates, Inc.	Technical Specialist	\$ 146.28
Ricondo & Associates, Inc.	Administrative Support	\$ 140.92
Ricondo & Associates, Inc.	Intern	\$ 61.85
Aviatrix Communications, LLC	Project Principal	\$ 275.00
Aviatrix Communications, LLC	Project Director	\$ 250.00
Aviatrix Communications, LLC	Creative Director	\$ 225.00
Aviatrix Communications, LLC	Digital Strategies/Website Development	\$ 225.00
Aviatrix Communications, LLC	Public Relations/Copywriting	\$ 225.00
Blackhawk Environmental, Inc. (BEI)	Principal Biologist	\$ 125.00
Blackhawk Environmental, Inc. (BEI)	Senior Biologist	\$ 110.00
Blackhawk Environmental, Inc. (BEI)	Staff Biologist	\$ 95.00
Blackhawk Environmental, Inc. (BEI)	Associate Biologist	\$ 85.00
Blackhawk Environmental, Inc. (BEI)	GIS Analyst	\$ 95.00
CDM Smith, Inc. (CDM)	Officer	\$ 429.93
CDM Smith, Inc. (CDM)	<b>CEQA Lead / Project Manager</b>	\$ 429.93
CDM Smith, Inc. (CDM)	<b>NEPA/CEQA Strategic Advisor / Project Manager</b>	\$ 429.93
CDM Smith, Inc. (CDM)	Associate	\$ 294.92
CDM Smith, Inc. (CDM)	Principal	\$ 266.88
CDM Smith, Inc. (CDM)	Senior Professional III (Grade 8+)	\$ 314.72
CDM Smith, Inc. (CDM)	Senior Professional II (Grade 7)	\$ 260.48
CDM Smith, Inc. (CDM)	Senior Professional I (Grade 6)	\$ 204.46
CDM Smith, Inc. (CDM)	Professional III (Grade 5)	\$ 180.72



Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
CDM Smith, Inc. (CDM)	Professional II (Grade 3/4)	\$ 159.65
CDM Smith, Inc. (CDM)	Professional I (Grade 1/2)	\$ 105.10
CDM Smith, Inc. (CDM)	Senior Staff Support (Grade 5+)	\$ 163.05
CDM Smith, Inc. (CDM)	Staff Support (Grade 1-4)	\$ 108.33
CDM Smith, Inc. (CDM)	Administrative Support	\$ 126.97
Cogstone Resource Management (COG)	Principal Archaeologist	\$ 165.65
Cogstone Resource Management (COG)	Principal Paleontologist	\$ 148.36
Cogstone Resource Management (COG)	Principal Investigator for Paleontology	\$ 127.89
Cogstone Resource Management (COG)	Principal Investigator for Archaeology	\$ 119.05
Cogstone Resource Management (COG)	Architectural Historian	\$ 91.84
Cogstone Resource Management (COG)	Supervisor	\$ 103.31
Cogstone Resource Management (COG)	GIS Specialist	\$ 95.24
Cogstone Resource Management (COG)	Technician III-IV	\$ 88.44
Cogstone Resource Management (COG)	Technician I-II	\$ 80.49
Cogstone Resource Management (COG)	Technical Editor	\$ 104.90
Cogstone Resource Management (COG)	Senior Administrator	\$ 127.16
Connico, LLC (CON)	Principal	\$ 225.91
Connico, LLC (CON)	Associate Principal	\$ 261.22
Connico, LLC (CON)	Chief Operating Officer	\$ 183.56
Connico, LLC (CON)	Director	\$ 254.87
Connico, LLC (CON)	Chief Cost Specialist	\$ 247.09
Connico, LLC (CON)	Senior Cost Specialist	\$ 197.69
Connico, LLC (CON)	Senior Project Specialist	\$ 176.51
Connico, LLC (CON)	Cost Specialist	\$ 155.31
Connico, LLC (CON)	Analyst III	\$ 134.13
Connico, LLC (CON)	Analyst II	\$ 112.96
Connico, LLC (CON)	Analyst I	\$ 107.32
Connico, LLC (CON)	Admin Director	\$ 162.39
Connico, LLC (CON)	Admin Specialist	\$ 77.65
Craftwater Engineering, Inc. (CEI)	Principal Engineer / Project Manager	\$ 271.00
Craftwater Engineering, Inc. (CEI)	Project Manager	\$ 240.00
Craftwater Engineering, Inc. (CEI)	Senior Engineer	\$ 223.00
Craftwater Engineering, Inc. (CEI)	Senior Associate Engineer	\$ 207.00
Craftwater Engineering, Inc. (CEI)	Associate Engineer	\$ 184.00
Craftwater Engineering, Inc. (CEI)	Senior Assistant Engineer	\$ 146.00
Craftwater Engineering, Inc. (CEI)	Junior Engineer	\$ 105.00



Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
Craftwater Engineering, Inc. (CEI)	Senior Water Resources Specialist or Hydrologist	\$ 190.00
Craftwater Engineering, Inc. (CEI)	Associate Water Resources Specialist or Hydrologist	\$ 169.00
Craftwater Engineering, Inc. (CEI)	Contract Administrator	\$ 168.00
C2PM (C2PM)	Contract Administrator	\$ 172.95
EcoTierra Consulting, Inc. (ECT)	Principal	\$ 181.56
EcoTierra Consulting, Inc. (ECT)	Project Manager	\$ 126.17
EcoTierra Consulting, Inc. (ECT)	Senior Environmental Planner	\$ 111.93
Environmental Science Associates (ESA)	Senior Principal Consultant 5	\$ 340.95
Environmental Science Associates (ESA)	Senior Principal Consultant 1	\$ 262.12
Environmental Science Associates (ESA)	Principal Consultant 6	\$ 299.00
Environmental Science Associates (ESA)	Principal Consultant 5	\$ 279.00
Environmental Science Associates (ESA)	Principal Consultant 4	\$ 259.00
Environmental Science Associates (ESA)	Principal Consultant 3	\$ 239.00
Environmental Science Associates (ESA)	Principal Consultant 2	\$ 219.00
Environmental Science Associates (ESA)	Managing Consultant 6	\$ 247.00
Environmental Science Associates (ESA)	Managing Consultant 5	\$ 238.00
Environmental Science Associates (ESA)	Managing Consultant 4	\$ 224.00
Environmental Science Associates (ESA)	Senior Consultant 4	\$ 181.00
Environmental Science Associates (ESA)	Associate Consultant 4	\$ 155.00
Historic Resources Group, LLC (HRG)	Managing Principal/Principal Architect	\$ 224.31
Historic Resources Group, LLC (HRG)	Senior Staff	\$ 148.80
Historic Resources Group, LLC (HRG)	Staff	\$ 99.94
Historic Resources Group, LLC (HRG)	Associate Staff	\$ 73.29
Illustrate My Design, LLC (IMD)	Principal	\$ 240.00
Illustrate My Design, LLC (IMD)	Consultant	\$ 195.00
Illustrate My Design, LLC (IMD)	Digital Artist	\$ 125.00
JBG Environmental Consulting (JBG)	Principal	\$ 152.35
JBG Environmental Consulting (JBG)	<b>Documentation Lead</b>	\$ 152.35
Katz & Associates, Inc. (KTZ)	CEO/Principal-in-Charge	\$ 336.30
Katz & Associates, Inc. (KTZ)	VP/Sr. Strategist/Sr. Facilitator	\$ 258.72
Katz & Associates, Inc. (KTZ)	Senior Director	\$ 208.59
Katz & Associates, Inc. (KTZ)	Senior Project Supervisor	\$ 171.01
Katz & Associates, Inc. (KTZ)	Senior Project Support	\$ 145.53
Katz & Associates, Inc. (KTZ)	Art Director	\$ 177.87

Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
Katz & Associates, Inc. (KTZ)	Project Coordinator	\$ 101.87
Katz & Associates, Inc. (KTZ)	Project Director	\$ 198.89
Katz & Associates, Inc. (KTZ)	<b>Public Outreach Lead</b>	\$ 198.89
Katz & Associates, Inc. (KTZ)	Project Supervisor	\$ 132.17
Katz & Associates, Inc. (KTZ)	Project Manager	\$ 178.81
Katz & Associates, Inc. (KTZ)	Graphic Design	\$ 145.53
Katz & Associates, Inc. (KTZ)	Junior Project Support	\$ 124.38
Leland Saylor & Associates, Inc. (LSA)	Principal Estimator	\$ 315.11
Leland Saylor & Associates, Inc. (LSA)	Director of Pre-Construction Services/Managing Estimator	\$ 252.09
Leland Saylor & Associates, Inc. (LSA)	Senior Project Manager	\$ 210.19
Leland Saylor & Associates, Inc. (LSA)	Senior MEP Estimator	\$ 221.33
Leland Saylor & Associates, Inc. (LSA)	Senior Estimator	\$ 195.97
Leland Saylor & Associates, Inc. (LSA)	Estimator II	\$ 170.81
Leland Saylor & Associates, Inc. (LSA)	Estimator I	\$ 109.81
Leland Saylor & Associates, Inc. (LSA)	Senior Scheduler	\$ 201.95
Leland Saylor & Associates, Inc. (LSA)	Scheduler	\$ 163.91
Leland Saylor & Associates, Inc. (LSA)	Technical Services	\$ 89.74
Lex Consulting (LEX)	Document Production Manager	\$ 105.00
Meridian Consultants, LLC (MER)	Partner/Principal	\$ 245.03
Meridian Consultants, LLC (MER)	Associate Principal	\$ 207.90
Meridian Consultants, LLC (MER)	Senior Project Manager	\$ 181.17
Meridian Consultants, LLC (MER)	Senior Planner	\$ 166.32
Meridian Consultants, LLC (MER)	Project Planner	\$ 147.02
Meridian Consultants, LLC (MER)	Staff Planner	\$ 130.68
Meridian Consultants, LLC (MER)	Technical Analyst	\$ 115.83
Meridian Consultants, LLC (MER)	Graphics Specialist	\$ 103.95
Meridian Consultants, LLC (MER)	Publications Specialist	\$ 103.95
Meridian Consultants, LLC (MER)	GIS Specialist	\$ 136.62
PBS Engineers, Inc. (PBS)	Principal in Charge/Principal Electrical Engineer	\$ 240.00
PBS Engineers, Inc. (PBS)	Project Manager	\$ 220.00

Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
PBS Engineers, Inc. (PBS)	Senior Engineer	\$ 185.00
PBS Engineers, Inc. (PBS)	Engineer	\$ 165.00
PBS Engineers, Inc. (PBS)	Designer	\$ 155.00
PBS Engineers, Inc. (PBS)	Senior BIM	\$ 145.00
PBS Engineers, Inc. (PBS)	BIM Designer	\$ 125.00
PBS Engineers, Inc. (PBS)	Administrative	\$ 100.00
pointC, LLC (PTC)	Principal	\$ 319.95
Raju Associates, Inc. (RAJ)	Principal-in-Charge	\$ 300.00
Raju Associates, Inc. (RAJ)	Principal Associate	\$ 230.00
Raju Associates, Inc. (RAJ)	Senior Engineer	\$ 160.00
Raju Associates, Inc. (RAJ)	Associate	\$ 85.00
Raju Associates, Inc. (RAJ)	Technician	\$ 58.00
Raju Associates, Inc. (RAJ)	Administrative	\$ 67.00
Trifiletti Consulting, Inc. (TRI)	Principal	\$ 360.68
Trifiletti Consulting, Inc. (TRI)	Managing Director	\$ 325.01
Trifiletti Consulting, Inc. (TRI)	Senior Project Manager	\$ 264.99
Trifiletti Consulting, Inc. (TRI)	Project Manager	\$ 235.10
Trifiletti Consulting, Inc. (TRI)	Senior Planning Associate	\$ 180.29
Trifiletti Consulting, Inc. (TRI)	Planning Associate	\$ 150.04
Trifiletti Consulting, Inc. (TRI)	Administrative Support	\$ 94.99
VMC, LLC (VMC)	Consultant VI / Principal	\$ 343.97
VMC, LLC (VMC)	Consultant V / Project Manager	\$ 309.57
VMC, LLC (VMC)	Consultant IV	\$ 240.78
VMC, LLC (VMC)	Consultant III	\$ 206.38
VMC, LLC (VMC)	Consultant II	\$ 157.65
VMC, LLC (VMC)	Consultant I	\$ 124.20
VMC, LLC (VMC)	Technical Support III	\$ 172.93
VMC, LLC (VMC)	Technical Support II	\$ 138.53
VMC, LLC (VMC)	Technical Support I	\$ 100.32

Firm	Title/Category	Maximum Billable Hourly Rates (Year 1)
------	----------------	--

# **NOTES**

**Maximum Billable Hourly Rates** is consistent with RFP, Instructions to Proposers (Amendment #2), Section 8.5 criteria. Based on 10% fee in multiplier.

**Reimbursable Expenses:** Routine other direct costs (ODCs), such as day-to-day copying, faxing, printing, telephone charges, routine overnight shipments, and supplies, are included in the hourly rates. Local travel costs are also included. Non-routine ODCs, such as large-scale photocopying, printing, and reproduction; truck usage, field equipment, and field supplies; equipment rentals; specialty graphics; permit fees; etc. will be charged at cost. Out-of-area travel (i.e., air fares, lodging, meals, rental cars, parking fees, etc.) will be charged in conformance with LAWA policies (LAWA Cost Reimbursable Guidelines to be provided). Non-routine ODCs and travel costs will be identified in individual task orders

**Consultant Management Markup** - Consistent with Proposal Part C submittal as stipulated, the contract allows for a 3 percent prime consultant management markup on subconsultant's direct labor.

**Escalation** - Rates to be amended annually at the anniversary date of the contract to account for cost of living escalation of 3 percent at LAWAs discretion.

# **ATTACHMENT 4:**

## **Contract**

Exhibit A: Scope of Services

Exhibit B: Cost Reimbursable Guidelines

Exhibit C: First Source Hiring Program

## Exhibit A: Scope of Services

LAWA is seeking a consulting team that would assist LAWA in managing, preparing, reviewing and refining CEQA and NEPA environmental documentation, technical analysis, and related entitlement documents for the potential future Modernization of Cargo facilities at LAX.

Consulting Services may include, but are not limited to the following :

### **Task 0: Collaboration with Successful Development Team**

LAWA has published a Request for Proposals to select a preferred Developer to create an approach to modernizing Cargo at LAWA. The Developer would be required to work with the selected Environmental Technical and Expert Consulting Services Team to provide information that would inform/support the CEQA/NEPA environmental analysis and documentation in order to define the proposed project, prepare the necessary pre-planning studies/plans and identify feasible alternatives. The selected Environmental Technical and Expert Consulting Services Team will assist LAWA in reviewing, analyzing and providing expert consulting services on the following pre-planning information that may be required by the Developer:

- Draft development plans/Conceptual plans
- Preliminary Sequencing and Phasing plans
- Draft Demolition assumptions/plans
- Draft Relocation Assumptions/Plan (Facilities and/or Utilities)
- Enabling Projects/Interdependencies listing
- Cost Estimates
- List of potentially feasible alternatives
- Financial Analysis
- Demand/Capacity Analysis

### **Task 1: Project Definition/Phasing and Sensitivity Analysis**

The proposer team will collaborate with LAWA staff and appropriate consultant team(s) to:

- Work collaborately with the successful Development Team to develop a project description, potential program phasing, and forecast and horizon years (aviation and cargo) for environmental analysis;
- Coordinate sensitivity analysis, modeling/testing of various alternative programs, and project assumptions;
- Perform any additional CEQA/NEPA sensitivity analysis, as needed

- Identify CEQA thresholds and technical assumptions; and
- Develop NEPA strategy including General Conformity
- Assist LAWA with the Development of a constructability analysis

## **Task 2: California Environmental Quality Act (CEQA) Analysis**

In accordance with CEQA, prepare Initial Study and Environmental Impact Report (EIR). Prepare addenda/supplemental analysis and consistency determinations as needed. Due to the multiple phases of the modeled concept, a program and project-level EIR may be required.

LAWA anticipates that the environmental topics that may be addressed in a CEQA environmental document may include, but are not limited to the following:

- |   |                            |
|---|----------------------------|
| • Aesthetics  | • Noise                    |
| • Air Quality   | • Population/Housing       |
| • Biological Resources  | • Public Services          |
| • Cultural Resources  | • Geology/Soils            |
| • Transportation  | • Greenhouse Gas Emissions |
| • Tribal Cultural Resources and AB-52 related consultation services |                            |
| • Hazards & Hazardous Materials                                     |                            |
| • Utilities/Service Systems   | • Land Use/Planning        |

The proposer Team shall, as needed:

- **Prepare the Initial Study**

Be responsible for preparing an Initial Study.

Assess and confirm the necessary scope of analysis for the CEQA environmental document, consistent with the project description and related assumptions.

- **Prepare the Notice of Preparations (NOP) in accordance with CEQA requirements**

Develop Administrative Draft NOPs for internal review by LAWA.

Assist LAWA with the filing of the NOPs with the appropriate agencies including but not limited to the State of California Office of Planning and Research, the Clerk of the County of Los Angeles, and the City of Los Angeles City Clerk.



- **Coordinate with Responsible and Other Agencies**

Assist LAWA with briefings for responsible agencies to include but not limited to: the Federal Aviation Administration (FAA), South Coast Air Quality Management District, California Air Resources Board, Los Angeles Regional Water Quality Control Board, California Public Utilities Commission, State Historic Preservation Office (SHPO), various City of Los Angeles Departments, the California State Department of Transportation, the Southern California Association of Governments; and other Federal, State or Local Agencies as deemed necessary.

- **Prepare the Administrative Draft EIR (DEIR)**

Develop an Administrative Draft EIR for internal review by LAWA.

Develop a DEIR addressing the environmental topics identified above and all elements required by CEQA. The DEIR may include, but not be limited to:

- A description of the proposed Cargo Modernization Project, including project objectives;
- A discussion of existing conditions, potential project impacts, recommended mitigation measures and residual impacts following the implementation of the mitigation measures; and
- The scope of the analyses, analytical methodologies, and thresholds of significance and mitigation approaches shall be consistent with recent LAWA documents, modified as necessary to reflect the most current law, methodologies, and thresholds of significance.

- **Prepare Draft EIR for Public Distribution**

Assist LAWA staff in preparing a Notice of Availability (NOA) for LAWA to use in the mailing of NOA postcards, the sending of email distribution, and the publication in local newspapers.

Assist LAWA with the filing of the DEIR with the appropriate agencies including but not limited to the State of California Office of Planning and Research, the Clerk of the County of Los Angeles, and City of Los Angeles City Clerk.

- **Prepare Final EIR and Related Documents**

Prepare the response to comments received on the Draft EIR and make corrections and additions to the DEIR, where appropriate.

Develop an Administrative Final EIR for internal review by LAWA. LAWA anticipates up to four final internal reviews before the document is printed and

distributed for agency/public review. The internal review and revision process will occur electronically.

Prepare the appropriate Mitigation Monitoring and Reporting Program (MMRP) using LAWA's prescribed template. Two rounds of internal review and team revisions are anticipated for finalizing the MMRP.

Prepare a CEQA Findings of Fact and Statement of Overriding Considerations with the potential need to develop an economic impact analysis or other technical studies to support its conclusions.

### **TASK 3: National Environmental Policy Act (NEPA) Analysis**

As mentioned above, the City of Los Angeles is the owner of the airport. The Los Angeles World Airports (LAWA), a proprietary department of the City of Los Angeles is the operator of LAX and is the Airport Sponsor. The FAA serves as LAWA's primary federal regulator and is legally responsible for the NEPA process. This procurement contemplates that only an Environmental Assessment (EA) will be required for the proposed action. The EA and any other required environmental document to address the environmental impacts of the Project shall be addressed in a manner set forth by FAA Orders 1050.1E and 5050.4B following the completion of the initial consultation with the FAA.

Proposers should be aware that if the FAA subsequently determines that an Environmental Impact Statement (EIS) is required, the FAA will then conduct its own procurement process to identify the consultant to prepare an EIS.

The Proposer team shall:

- **Coordinate with the appropriate stakeholders and Federal Agencies**

Assist LAWA in initial discussions with the FAA and in preparing the necessary documents that would assist the FAA in determining the environmental analyses required for the proposed Cargo Modernization Project.

Assist LAWA in preparing the required documentation and studies to comply with the procedures and policies of NEPA and other environmental laws, regulations, and orders applicable to the FAA Action. The proposer may prepare studies that include, but may not be limited to, an Air Quality Protocol and Historical Reports necessary for federal consultations. Assist LAWA in discussions with any other federal agencies regarding the environmental analysis as appropriate or required.

- **Utilize the CEQA Analysis as a Base for NEPA Analysis**

- It is anticipated that the proposer will use the CEQA study outputs, as appropriate, to populate the NEPA analysis to the extent feasible. The NEPA analysis may require supplemental air quality modeling. **Prepare a Draft NEPA Environmental Document**

Develop an Administrative Draft EA for internal review by LAWA and the FAA. LAWA anticipates four full internal rounds of review and revisions, and a final review before the document is printed and distributed for agency/public review.

Develop the Draft EA addressing all environmental topics required by NEPA including, but not limited to:

- Air Quality
- Climate
- Cumulative Impacts
- Land Use
- Water Resources
- Hazardous Materials, Solid Waste, and Pollution
- Historical, Architectural, Archeological, and Cultural Resources
- Natural Resources and Energy Supply
- Noise and Noise-Compatible Land Use
- Socioeconomics, Environmental Justice and Children's Environmental Health
- Health and Safety Risks
- Irreversible and Irretrievable Commitment of Resources
- Biological Resources
- Coastal Resources
- Transportation
- Visual Effects

- **Prepare Draft EA for Public Distribution**

Assist LAWA staff in preparing a NOA for LAWA to use in the mailing of NOA postcards, sending of e-mail distribution, publication in local newspapers and on the project website.

- **Prepare Final EA**

Prepare the response to comments received on the Draft EA and make corrections and additions to the Draft EA, where appropriate.

Develop Administrative Final EA for internal review by LAWA and the FAA. LAWA anticipates four final internal reviews before the document is transmitted to the FAA for review before the document is printed and distributed for agency/public review.

Assist LAWA in obtaining final action from FAA on the EA pursuant to NEPA and issuance of the Finding of No Significant Impact (FONSI), if applicable.

#### **TASK 4: Community Outreach, Public Briefings, Meetings and Noticing**

- **Assist with the development of a Communications and Outreach Plan**

Assist LAWA in defining the communications strategy for the proposed Cargo Modernization Project and outline messages to be communicated throughout the environmental documentation stages.

Assist LAWA in defining communication mechanisms, engagement tools and feedback options to ensure accurate, consistent, and timely communication to the appropriate audience/stakeholders. The anticipated audience/stakeholders include, but are not limited to LAWA executive leadership, other government branches, the General Public, media, local business community, labor unions and other Government Organizations.

Assist LAWA in engaging with internal and external stakeholders to participate in the planning process.

- **Assist with Public Briefings, Meetings and Noticing**

Assist LAWA staff in coordinating and assisting in all CEQA and NEPA public scoping meetings, public workshops and/or hearings, and any public/stakeholder/agency meetings within the allowance provided by the contract.

Assist in the preparation of CEQA and NEPA materials including, but not limited to boards, collateral materials (FAQs and fact sheets), PowerPoint presentations, and social media content, for use and distribution at public, stakeholder, and agency meetings.

Assist in preparing and producing the notification list, mailing, printing, and publishing of all documents related to CEQA and NEPA of all documents with the allowance provided in the contract.

#### **TASK 5: Project Administration, Meetings, Management and Coordination**

The Proposer Team will:

Develop and maintain detailed project schedules; Develop an internet-based project team site (e.g., Microsoft Teams, SharePoint, etc.) in order to effectively collaborate

with other team members, and track project progress. Site would also be used as a repository for documents, technical analysis data and models.

Be available to meet with LAWA staff and other consultants working on the proposed Cargo Modernization Project, as necessary through the CEQA and NEPA process.

For costing purposes, it is assumed that project progress meetings will be held weekly during the initial stages of the environmental documentation process. Additionally, it is assumed that attendance at monthly management meetings (either at LAWA offices or via conference call at one hour each) will be needed during the work effort.

The task also assumes internal coordination of staff and sub-consultants, peer review, quality control and general administrative oversight for the Project.

#### **TASK 6: Additional Services**

The Proposer Team will:

- Provide Entitlement Support

Assist LAWA in identifying all necessary entitlements including any necessary updates to Plans, preparing maps and GIS documents, exhibits and collateral materials for entitlement applications, as well as communicating environmental analysis as may be required by any regulatory agencies.

It is anticipated that the proposed Cargo Modernization Project may require entitlements from the City of Los Angeles, County of Los Angeles, California Department of Transportation and the FAA.

- Provide Additional Planning and Engineering Services

Provide LAWA with additional planning and Engineering services which may include, but will not be limited to: existing condition assessments, project definitions, planning studies, exhibit preparation, modeling, roadway design concepts, life cycle costing, cost estimating, scheduling, engineering and constructability analysis for other planning projects and enabling projects.

Work may include additional/unanticipated engineering work, environmental impact evaluations, environmental analysis and related technical studies, and may include sustainable design analysis.

Additional tasks may also require coordination with LAWA communications and outreach staff.

#### **End of Scope of Work**

## **Exhibit B: Cost Reimbursable Guidelines**

### **LOS ANGELES WORLD AIRPORTS**

The Consultant shall be reimbursed for the following costs in accordance with City policy, subject to amendments, and the guidelines detailed below:

#### **A. COMPENSATION FOR PERSONNEL**

LAWA shall compensate the Prime Consultant and Sub-Consultant/Sub-Contractor for personnel costs based upon employees' LAW A-approved hourly rates and actual hours worked. Additionally, the Prime Consultant is allowed a mark-up, per the negotiated rates and fees for this contract, on first-tier Sub-Consultant/Sub-Contractor direct labor for the management of the Sub-Consultant/Sub-Contractor work.

##### **1. Personnel Hourly Rate Calculation**

- a) While directly engaged in the performance of this Contract on an Hourly basis, the Consultant shall be compensated for actual cost of base salaries and wages of professional, technical and support personnel in accordance with negotiated rates and fees, and as authorized via Task Orders.
- b) Base Hourly Rate is defined as either the employees' actual base yearly salary divided by 2,080 hours for salaried employees, or hourly wage rate for hourly employees. LAW A may, at its discretion, allow the use of a basis other than 2,080 hours for Consultants on a non-standard work year.
- c) The Multiplier for this contract is as negotiated
- d) The Multiplier for any Sub-Consultants/Sub-Contractors providing personnel services shall be based upon an audited Home/Field Office Overhead Rate or a negotiated Home/Field Office Overhead Rate, and must be approved in writing by LAW A prior to addition of said Sub-Consultant/Sub-Contractors to the contract.
- e) If at any time the LAW A Project Management team determines the need to use offsite staff on site, a *Field Office Overhead Rate* will be used.
- f) Time is the sum of actual hours and fractions thereof worked by each employee directly engaged in the performance of this Contract.
- g) The Billable Hourly Rate is the product of the LAW A negotiated and approved Base Hourly Rate and the Multiplier.

##### **2. Hourly Rate Schedule and Overtime**

- a) The not-to-exceed Maximum Reimbursable Hourly Rates for job classifications of employees directly engaged in performing Work under this Contract are as negotiated. The Job Classifications and Hourly Rates may not be changed without prior written approval of LAW A. The actual hourly rates to be applied to specific Consultant personnel must be pre-approved via a Task Order and/or Personnel Authorization. LAW A approval for adjusting the not-to-exceed Maximum Reimbursable Hourly Rate(s) shall not be unreasonably withheld if supported by actual hourly rates which are reflective of the current competitive market. Approved actual hourly rates may only be adjusted with prior LAW A approval and must be made in accordance with the Consultant's current approved salary plan. Prior written approval is required and is effective as of the date indicated on the Task Order. The Consultant shall fully document to LAW A's satisfaction that such proposed salaries are indeed reflective of the current competitive market.

- b) Any and all personnel and associated hourly rates must be approved, in advance, by LAWA. The Consultant shall submit to LAWA the employee's name, job classification, company, hourly rate (with supporting documents) and exempt or non-exempt status. The individual hourly rates may be re-negotiated for each additional contract year. However, in no event shall the hourly rate be increased by more than three percent (3%) per Contract year without prior written justification and approval by LAWA.
- c) LAWA's approval of additional personnel shall not entitle Consultant to any additional compensation beyond the limit established for the individual Task Order or herein.
- d) LAWA hereby relies upon the Consultant to properly designate its employees as exempt or non-exempt under the Fair Labor Standards Act. LAWA shall not reimburse Consultant for back pay, penalty or interest imposed by the Department of Labor in the event of a dispute regarding the improper designation of its employees.
- e) All overtime must be approved in advance by LAWA. In the event that overtime work is required by non-exempt employees whereby there is an associated premium cost, the overtime shall be compensated as defined by the Fair Labor Standard Act. The premium OT compensation shall be computed as follows:

$$\begin{array}{l} \text{Regular Hourly Rate Portion of Work} \qquad \text{Premium Portion} \qquad \text{OT Hourly Rate} \\ [(Base\ hourly\ rate) \times (Multiplier)] \quad + \quad [(Base\ hourly\ rate \times 0.5) \times (1 + Profit\%)] \end{array}$$

- f) Personnel time incurred with travel shall not be compensable beyond a normal workday.

## **B. REIMBURSABLE TRAVEL EXPENSES**

It is the policy of LAWA to allow for the reimbursement of Consultant/Contractor relocation and travel expenses, in accordance with City policy, when it is determined that such reimbursement assists in the furtherance of official city business goals and/or increases revenue for LAWA. Official city business is constituted as and shall demonstrate:

- (1) *A valid City interest to be served or gained thereby;*
- (2) *Relevance to the City operations or the individual's role in such operations;*
- (3) *The promotion or development of City programs, methods or administration; or*
- (4) *Compliance with instructions or authorization of the Mayor or the City Council.*

It is expected that in each instance the Consultant/Contractor will only incur expenses that a reasonable and prudent person would incur if traveling on personal business.

**Prior written approval by LAWA is required as designated in the contract language.** It is expected that before such authorization is granted, due consideration shall be given to such factors as suitability, level of seniority in the field of expertise, specialty discipline, and nature of the business involved.

For travel to locations other than LAX, prior written authorization is required and reimbursement of expenses shall be computed based upon City policy, subject to amendments, and all conditions as noted herein will apply. Only those Consultants specifically authorized by LAWA may submit travel expenses for reimbursement.

### **1. Travel Expenses Reimbursement Methodologies**

#### **a) Travel Related Reimbursement Factor**

This methodology shall be applied when the frequency of travel is known and forecasting of expenditures can be made with a certain level of predictability. Utilizing this methodology,



LAWA may negotiate a travel-related reimbursement factor. This factor must be authorized by LAWA and detailed in a Task Order or Travel Authorization, as designated in the contract language. The authorizing document shall specify the time period for which this approval is granted. LAWA reserves the right to periodically review and adjust the travel related reimbursement factor.

Under this methodology, LAWA will not require submission of actual receipts for the reimbursement factor but will require verification of travel status in the form of airfare or transit receipts, or lodging receipt/lease agreement.

b) Actual Costs for Airfare/Transit Expenses plus Not-to-Exceed Per Diem

In cases where Consultant travel is required for a limited duration, LAWA may authorize a Consultant to receive reimbursement of airfare and transportation expenses plus a not-to-exceed per diem to cover lodging, meals and incidental expenses for one full day. With the exception of meals which will be covered via a meal allowance, all other travel-related expenses shall be based upon submission of actual receipts.

i. Air Travel

Official travel shall be by the most direct routing and Consultant air travel expenses are allowable only for the lowest regular fare available for regularly scheduled airlines for the date and time selected. LAWA will reimburse for the price of a coach class, unrestricted ticket. When possible, economy or special fares are to be used. Consultants, when possible, should make every effort to make the reservation well in advance to be able to get the best price possible. Approved Air Travel must be supported by legible copies of airline tickets. Electronic tickets and boarding passes are acceptable. LAWA shall only reimburse for reservation change fees when the schedule change was requested by LAWA and is supported by documentation confirming LAWA's direction of schedule change. Comfort items such as paying for exit row seats or service upgrades are not allowable. In cases where the traveler is charged for the first checked bag, the City will reimburse for this fee. Baggage fees for additional items will not be automatically reimbursed unless a justification for a business need is provided. Checked baggage fees are considered a separate reimbursement expense and are not included as part of the per diem.

ii. Ground Transportation

For consultants approved on travel status, the least expensive and most practical form of public transportation shall continue to be reimbursed taking into consideration such factors as time and availability. Ground transportation is defined as travel from home to airport and back, and from airport to LAWA business location and back.

i) Local Transportation - Local transportation costs incurred by Consultant while in travel status will be reimbursed as follows:

- Taxi/limousine/bus - Reimbursable at actual cost.
- Rental Automobiles - Because of their cost, rental automobiles shall be used only when their use will affect a savings or other advantage, or when the use of other transportation is not feasible. Rental automobiles should be limited to compact models when available. A legible copy of the automobile rental agreement is required. Rental of other than compact automobiles is allowable when compacts are not available or if more than two staff members are in the travel status. All rental cars will be returned with a full tank of gas when possible. Fuel charges will be reimbursed at the market price. Unreasonable or excessive fuel charges by the rental car agency may not be reimbursed.

- Private Automobile - Use of private or Consultant owned or leased automobiles will be reimbursed at the rate permitted under the Internal Revenue Service published rates as applicable to such costs. Prior written approval by LAWA is required before any private automobile will be allowable for reimbursement.
- Tolls and parking charges - for use of ferries, roads, bridges, and tunnels while traveling to and from commercial carriers and parking charges at origination/destination are reimbursable at cost.

ii) Local Travel - Travel to and from the Site for Home Office Staff who are located in any of the Consultant's office locations in the Los Angeles Vicinity is not reimbursable without prior written approval by LAWA.

iii. Not-to-Exceed Per Diem

The not-to-exceed per diem rate will be applied as a meal allowance, in accordance with the limits established by the City Controller, plus actual costs for lodging and incidentals. The combined total amount of the meal allowance, lodging and incidental costs shall be in accordance with City policy.

Covered Expenses:

- Lodging to include hotel/motel or corporate housing
- Meal allowance which covers meals, including gratuity
- Incidental expenses which includes:
- Fees and tips given to porters, baggage carriers, bellhops, hotel maids/servants, stewards or stewardesses, and others

2. Lodging/Meals Guidelines

A per diem may be used to reimburse Consultant for overnight accommodations and meals when in travel status on behalf of LAWA as outlined in the City's travel policy and amended from time to time. If Consultant's internal policy is a lower rate, the lower rate will be used. The per diem rate will be applied as a meal allowance, in accordance with the limits established by the City Controller, plus actual costs for lodging and incidental expenses. Receipts are required for lodging and incidental expenses and will be reimbursed in accordance with City policy. As the per diem is periodically updated by the CAO, reimbursement shall be made based upon the per diem rate published at the time expenses are incurred. In the selection of restaurants and lodging, it is expected that individuals will seek moderately priced establishments of acceptable quality. The Consultant must consider transportation costs, time, and other relevant factors in selecting the most economical and practical accommodations. Consultants will be required to select a hotel/motel within the City of Los Angeles limits. In cases where rates have been negotiated with the hotel properties surrounding its airports, LAWA will make this listing available for the Consultant's consideration. Approval of the properties not on the negotiated list will be evaluated based upon competitive rates. Lodging expenses will be reimbursed only at the single occupancy rate.

For traveling employees assigned to the Site on a regular basis, the Consultant may utilize internal policies, such as use corporate apartments, to determine the most cost effective lodging. Prior to leasing or procuring such lodging, the Consultant shall perform a lease versus per diem analysis and provide to LAWA for review and concurrence.

1. Incidental expenses – The per diem rate includes incidental expenses.
2. Expenses above the per diem rate shall not be reimbursed even if supported by receipts.

3. Meal and incidental allowance will be prorated at 75% of the daily allowance as follows: (Prorating of meal and incidental allowance is specified under IRS Publication 463.)

- On travel days regardless of departure and/or arrival times;
- When a meal is provided as part of the conference;
- For travel under the "50-mile" rule exceptions with overnight lodging and pre-approval

Note: No meal allowance will be provided when meals are provided throughout the day by the host or as part of a conference.

4. Meal receipts do not have to be presented to receive the meal allowance per day of business travel except for travel on grant funded projects where the grantor requires complete documentation of travel expenses.
  5. Gratuities are limited to no more than 15% and are included as part of the Meal Allowance. There will be no additional reimbursement for gratuities.
  6. For international travel, meal and incidental allowances will be provided according to City policy.
3. Non-Reimbursable Travel Costs (Including but not limited to:)
    1. Non-economy class airfare
    2. Non-compact vehicle rental
    3. Air flight insurance
    4. Expense of any insurance offered by the auto rental company such as Collision Damage Waiver, Personal Accident Insurance, Liability Insurance Supplement, Personal Effects Coverage, Supplemental Liability Protection, etc. in connection with a rented vehicle.
    5. Auto repairs, replacement or towage to personal vehicle when such use has been authorized.
    6. Valet parking when self parking is available.
    7. Expenses above the meal allowance shall not be reimbursed even if supported by receipts.
    8. Meals and incidental expenses in excess of the set domestic stipend or international federal per diem rate will not be reimbursed.
    9. Reimbursements for LAWA employee's meals are not allowable, except in accordance with City policy.
    10. Alcoholic beverages.
    11. Expenses incurred by a dependent or other person accompanying the Consultant employee on an official business trip are not allowable. Bills indicating multiple occupants are to be adjusted to single occupancy rate and disallowed unless disclosure is made indicating reason, names, and dates.
    12. Expenses of a purely personal nature.
  4. Other Allowable Direct Costs while on travel-status
    1. Telephone - Actual cost of business telephone charges, subject to the limits on E-Mobile charges described below, incurred by Consultant while in travel status is reimbursable. Personal telephone charges are not allowable.

2. E-Mobile Communication Devices - Unnecessary and/or unreasonable charges such as roaming fees, except roaming fees incurred while in approved travel status, roadside assistance, home distance, text messaging or any other such feature that is not essential to the individuals job function will not be reimbursed. LAWA reserves the right to limit the number of individuals allowed to bill to mobile communication devices. LAWA will not reimburse for personal calls.

**C. OTHER REIMBURSABLE EXPENSES**

1. Supplies, materials and equipment - At actual cost for items used directly in the furtherance of work and supported by receipts on all individual items. Any equipment, copiers, computer software, intellectual property licenses or any other non-consumable supplies (collectively, "Equipment") purchased or licensed by Consultant for use at the Site and reimbursed by LAWA, shall be LAWA's and title therefore shall vest in LAWA upon such purchase or license. Equipment may also be leased if determined to be cost effective. The Consultant shall provide a lease versus purchase analysis for such proposed leased Equipment. If Equipment is currently owned by the Consultant, it may be leased for exclusive use at the Site and on the Project and reimbursed by LAWA at a fair market rate. No such Equipment may be purchased, leased or licensed without the prior written approval of LAWA.
2. Reproduction - At actual cost of outside reproduction of material and documents required in the furtherance of work.
3. Computer Services - Computers, peripherals and software that are deemed to be standard equipment used in the course of business and as such, shall not receive reimbursement, unless specifically authorized by LAWA.
4. E-Mobile and other Communication Devices - At actual cost for acquisition all devices combined such as cell phones, pagers, radjos, etc. in an amount not to exceed \$100 per authorized individual. (Job site radio systems are not included in this limit.) The purchase of all devices to be reimbursed must be pre-approved by LAWA in writing with the device cost and model itemized and the device shall become LAWA's property upon project completion. Service charges for devices are reimbursable, except unnecessary and/or unreasonable charges such as roaming fees (except roaming fees incurred while in approved travel status), roadside assistance, home long distance, text messaging or any other such feature that are not essential to the individuals job function which will not be reimbursed. The City reserves the right to limit the number of individuals allowed to bill for mobile communication devices.
5. Vehicle and Equipment Costs - Prior to leasing/purchasing major equipment, trailers and/or vehicles, the Consultant shall perform a lease versus purchase analysis. If the job vehicle is currently owned by the Consultant parent company, it may be leased for exclusive use at the Site and on the Project and reimbursed by LAWA at a fair market/comparable lease rate. The analysis shall be approved by LAWA prior to leasing and/or purchasing major equipment and vehicles. Job vehicles and vehicles for Key Personnel will be reimbursed at actual leased cost as long as such lease cost is reasonable. Repairs related to normal wear and tear for such vehicles will be reimbursed at actual cost as long as such costs are reasonable. Reimbursement will not be made for repairs related to abuse or neglect by the Consultant nor will repairs related to items covered by insurance be reimbursed. Task Orders will be reimbursed via a wet lease rate when the Task Order so specifies. This rate will cover all cost related to the operation of the vehicle, which includes but is not limited to the lease, insurance, gasoline, maintenance, and repairs.

6. Training and Seminar Costs - Training and seminar costs for Consultant employees may be reimbursed only if such training or seminar directly benefits the City, and has been approved by LAWA in advance.
7. Office Expenses - Reimbursement for office expenses not covered in the overhead shall be made for the actual costs for purchases, rent, utilities, permit fees, license fees, taxes, if any, improvements to leased office space, electrical or telephone installation or rearranging, security and janitorial services, office supplies or any other costs or expenses related to such rented, purchased or leased facility and required by Consultant in performance of its Services as well as any non-labor costs expended by the Consultant. Office communication expenses include reimbursement of actual cost for long distance telephone services. Express mail or other forms of communication used on a day to day, ordinary course basis are reimbursable. Mass mailings that are approved in advance in writing by LAWA are a reimbursable cost. Cost for bottled drinking water and coffee at the field office is not reimbursable.
8. Business Meeting Expenses – Subject to LAWA prior approval, reimbursement for business meeting expenses on behalf of LAWA shall be made at actual cost and supported by receipts. A list of attendees and subject of meeting will be required.
9. Other costs that are not included in or covered by the Consultant's Overhead Rate - At actual cost for items used directly in the furtherance of work, subject to the prior written approval of LAWA, and supported by receipts.

**D. COSTS NOT REIMBURSABLE**

Include charges for entertainment, non-economy class airfare, bidding and proposal costs associated with obtaining the Contract, contributions, personal telephone charges, dues and subscriptions, alcoholic beverages, expenses for transportation for personal pursuits, gifts, gratuities greater than 15%, microwaves and refrigerators, bottled water, lunches, paper plates, cups, coffee, creamer, wipes and hand sanitizer, and other charges expressly disallowed under the terms of this Contract. Extraordinary expenses require prior LAWA approval.

**E. CONSULTANT'S SUBCONSULTANTS**

Consultant Sub-Consultants shall follow the reimbursable expense guidelines set forth for Consultant herein.

## Exhibit C: First Source Hiring Program

### FIRST SOURCE HIRING PROGRAM FOR AIRPORT EMPLOYEES

- I. **Purpose.** The purpose of this First Source Hiring Program is to facilitate the employment of Targeted Applicants by Airport Employers. It is a goal of this First Source Hiring Program that this Program benefit Airport Employers by providing a pool of qualified job applicants through a non-exclusive referral system.

- II. **Definitions.** As used in this Program, the following capitalized terms shall have the following meanings. All definitions include both the singular and plural form.

"Airport" shall mean Los Angeles International Airport.

"Airport Employer" shall mean a party that, through a contract, lease, licensing arrangement, or other arrangement, agrees to comply with this First Source Hiring Program with regard to Airport Jobs. Operators of transportation charter party limousines, non-tenant shuttles, and taxis shall not be considered Airport Employers.

"Airport Job" shall mean a job that either (i) is performed On-Site, or (ii) is directly related to a contract, lease, licensing arrangement, or other arrangement under which the employer is an Airport Employer. Positions for which City's Worker Retention Policy requires hiring of particular individuals shall not constitute Airport Jobs for purposes of this Program.

"City" shall mean the City of Los Angeles.

"Coalition" shall mean the LAX Coalition for Economic, Environmental, and Educational Justice, an unincorporated association comprised exclusively of the following organizations: AGENDA; AME Minister's Alliance; Clergy and Laity United for Economic Justice; Coalition for Clean Air; Communities for a Better Environment; Community Coalition; Community Coalition for Change; Environmental Defense; Inglewood Coalition for Drug and Violence Prevention; Inglewood Democratic Club; Lennox Coordinating Council; Los Angeles Alliance for a New Economy; Los Angeles Council of Churches; Nation of Islam; Natural Resources Defense Council; Physicians for Social Responsibility; Los Angeles; Service Employees International Union Local 347; and Teamsters Local 911.

"Coalition Representative" shall mean the following: The Coalition shall designate one individual as the "Coalition Representative" authorized to speak or act on behalf of the Coalition for all purposes under the Cooperation Agreement. The Coalition Representative may designate one or more assistants to assist the Coalition Representative in speaking or acting on behalf of the Coalition with respect to any specific program or activity or any other matter. The Coalition shall provide LAWA with contact information for the Coalition Representative upon request.

"Cooperation Agreement" shall mean the Cooperation Agreement between LAWA and the LAX Coalition for Economic, Environmental and Educational Justice.

"LAWA" shall mean Los Angeles World Airports.

"Low-Income Individual" shall mean an individual whose household income is no greater than 80% of the median income, adjusted for household size, for the Primary Metropolitan Statistical Area.



"On-Site" shall mean physically located on property owned or leased by LAWA and pertaining to Airport.

"Program" shall mean this First Source Hiring Program.

"Project Impact Area" shall have the meaning set forth in the "Final Environmental Impact Report" for the LAX Master Plan Program, dated April 2004, as supplemented by one or more EIR Addenda prior to certification of the EIR by the City Council.

"Referral System" shall mean the referral system established to provide applicant referrals for the Program.

"Special Needs Individuals" shall mean: (i) individuals who receive or have received public assistance through the [Temporary Assistance for Needy Families Program], within the past 24 months; (ii) individuals who are homeless; (iii) ex-offenders, (iv) chronically unemployed, and (v) dislocated airport workers.

"Targeted Applicants" shall have the meaning set forth in Section IV below.

III. **Coverage.** This Program shall apply to hiring by Airport Employers for all Airport Jobs, except for jobs for which the hiring procedures are governed by a collective bargaining contract that conflicts with this Program.

IV. **Targeted Applicants.** Referrals under the Program shall, to the extent permissible by law, be made in the order of priority set forth below.

☐ **First Priority:** Low-Income Individuals living in the Project Impact Area for at least one year and Special Needs Individuals; and

☐ **Second Priority:** Low-Income Individuals residing in City.

V. **Initial Airport Employer Roles.**

A. **Liaison.** Each Airport Employer shall designate a liaison for issues related to the Program. The liaison shall work with LAWA, the Coalition Representative, the Referral System provider, and relevant public officials to facilitate effective implementation of this Program.

B. **Long-Range Planning.** Any entity that becomes an Airport Employer at least two (2) months prior to commencing operations related to Airport shall, at least two months prior to commencing operations related to Airport, provide to the Referral System the approximate number and type of Airport Jobs that it will fill and the basic qualifications necessary.

VI. **Airport Employer Hiring Process.**

A. **Notification of Job Opportunities.** Prior to hiring for any Airport Job, an Airport Employer shall notify the Referral System, by e-mail or fax, of available job openings and provide a description of job responsibilities and qualifications, including expectations, salary, work schedule, duration of employment, required standard of appearance, and any special requirements (e.g., language skills, driver's license, etc.). Job qualifications shall be limited to skills directly related to performance of job duties.

B. **Referrals.** After receiving a notification under Section VI.A above, the Referral System shall within five days, or longer time frame agreed to by the Referral System and Airport Employer, refer to the Airport Employer one or more Targeted Applicants who meet the Airport Employer's qualifications.



C. Hiring.

1. New Employer Targeted Hiring Period. When making initial hires for the commencement of an Airport Employer's operations related to Airport, the Airport Employer shall consider and hire only Targeted Applicants for a two week period following provision of the notification described in Section VI.A. After this period, the Airport Employer shall make good-faith efforts to hire Targeted Applicants, but may consider and hire applicants referred or recruited through any source.
2. Established Employer Targeted Hiring Period. When making hires after the commencement of operations related to Airport, an Airport Employer shall consider and hire only Targeted Applicants for a five-day period following provision of the notification described in Section VI.A. After this period, the Airport Employer shall make good-faith efforts to hire Targeted Applicants, but may consider and hire applicants referred or recruited through any source.
3. Hiring Procedure During Targeted Hiring Periods. During the periods described in Sections VI.C.1 and VI.C.2 above, Airport Employers may hire Targeted Applicants recruited or referred through any source. During such periods Airport Employers shall use normal hiring practices, including interviews, to consider all applicants referred by the Referral System.
4. No Referral Fees. No Airport Employer or referred job candidate shall be required to pay any fee, cost or expense of the Referral System or this Program in connection with referrals.

VIII. Reporting and Recordkeeping.

- A. Reports. During the time that this Program is applicable to any Airport Employer, that Airport Employer shall, on a quarterly basis, notify the Referral System of the number, by job classification, of Targeted Applicants hired by the Airport Employer during that quarter, and the total number of employees hired by the Airport Employer for Airport Jobs during that quarter. Any Airport Employer who has not had hiring activity for the quarter, shall also notify the Referral System of such inactivity.
- B. Recordkeeping. During the time that this Program is applicable to any Airport Employer, that Airport Employer shall retain records sufficient for monitoring of compliance with this Program with regard to each Airport Job, including records of notifications sent to the Referral System, referrals from the Referral System, job applications received from any source, number of Targeted Applicants hired, and total number of employees hired for Airport Jobs. To the extent allowed by law, and upon reasonable notice, these records shall be made available to LAWA and to the Referral System for inspection upon request. The Coalition Representative may request that LAWA provide such records at any time. Records may be redacted so that individuals are not identified by name and so that information required by law to remain confidential is excluded.
- C. Complaints. If LAWA, the Coalition, or the Referral System believes that an Airport Employer is not complying with this Program, then the designated LAWA office shall be notified to ensure compliance with this program.

- D. Liquidated Damages. Each Airport Employer agrees to pay to LAWA liquidated damages in the amount of One Thousand Dollars (\$1,000) where LAWA finds that the Airport Employer has violated this Program with regard to hiring for a particular Airport Job. LAWA shall establish procedures providing to Airport Employers notice and an opportunity to present all relevant evidence prior to LAWA's final determination regarding an alleged violation. This liquidated damages provision does not preclude LAWA from obtaining any other form of available relief to ensure compliance with this Program, including injunctive relief.

**IX. Miscellaneous.**

- A. Compliance with State and Federal Law. This Program shall be implemented only to the extent that it is consistent with the laws of the State of California and the United States. If any provision of this Program is held by a court of law to be in conflict with state or federal law, the applicable law shall prevail over the terms of this Program, and the conflicting provisions of this Program shall not be enforceable.
- B. Severability Clause. If any term, provision, covenant or condition of this Program is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder of the provisions shall continue in full force and effect.
- C. Binding on Successors. This Program shall be binding upon and inure to the benefit of the successors in interest, transferees, assigns, present and future partners, subsidiary corporations, affiliates, agents, representatives, heirs, and administrators of any party that has committed to comply with it. Any reference in this Program to a party shall be deemed to apply to any successor in interest, transferee, assign, present or future partner, subsidiary corporation, affiliate, agent, representative, heir or administrator of such party; provided, however, that any assignment, transfer or encumbrance of a lease agreement, permit or contract in which this Program is incorporated shall only be made in strict compliance with the terms of such lease agreement, permit or contract and the foregoing shall not constitute consent to any such assignment, transfer or encumbrance.
- D. Lease Agreements and Contracts. Airport Employers shall not execute any sublease agreement or other contract under which Airport Jobs may occur directly or indirectly, unless the entirety of this Program is included as a material term thereof, binding on all parties.
- E. Assurance Regarding Preexisting Contracts. Each Airport Employer warrants and represents that as of the date of execution of this Program, it has executed no sublease agreement or other contract that would violate any provision of this Program had it been executed after the date of incorporation of this Program into a binding contract.
- F. Intended Beneficiaries. LAWA, the Coalition, and the Referral System are intended third-party beneficiaries of contracts and other agreements that incorporate this Program with regard to the terms and provisions of this Program. However, the parties recognize that only LAWA has the sole responsibility to enforce the provisions of this Program.
- G. Material Terms. All provisions of this Program shall be material terms of any lease agreement or contract in which it is incorporated.

- H. Effective Date. Section VI of this Program shall become effective on the effective date of the contract or agreement into which it is incorporated.
- I. Construction. Any party incorporating this Program into a binding contract has had the opportunity to be advised by counsel with regard to this Program. Accordingly, this Program shall not be strictly construed against any party, and the rule of construction that any ambiguities be resolved against the drafting party shall not apply to this Program.
- J. Entire Contract. This Program contains the entire agreement between the parties on the subjects described herein, and supersedes any prior agreements, whether written or oral. This Program may not be altered, amended or modified except by an instrument in writing signed in writing by all parties to the contract in which it is incorporated.