



Los Angeles
World Airports

RESOLUTION NO. 26460

LAX

Van Nuys

City of Los Angeles

Eric Garcetti
Mayor

**Board of Airport
Commissioners**

Sean O. Burton
President

Valeria C. Velasco
Vice President

Jeffery J. Daar
Gabriel L. Eshaghian
Beatrice C. Hsu
Thomas S. Sayles
Dr. Cynthia A. Telles

Deborah Flint
Chief Executive Officer

BE IT RESOLVED that the Board of Airport Commissioners approved First Amendment to Contracts [i] DA-5131 with CMTS, LLC; [ii] DA-5132 with Lea+Elliot, Inc.; [iii] DA-5134 with Jacobsen I Daniels Associates, LLC; and [iv] DA-5135 with Parsons Transportation Group Inc., to increase the contract authorities by \$4,000,000, \$25,000,000, \$16,000,000 and \$158,000,000, respectively, covering program management and advisory services (DA-5132, DA-5134) and project management and construction management services (DA-5131, DA-5135) for Los Angeles World Airports; and appropriation of not to exceed \$41,000,000 for program management and advisory services, and not to exceed \$162,000,000 for project management and construction management services, as referenced in the Board-adopted staff report attached hereto and made part hereof; and

BE IT FURTHER RESOLVED that the Board of Airport Commissioners authorized the Chief Executive Officer to execute said First Amendments upon approval as to form by the City Attorney and upon approval by the Los Angeles City Council; and

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

BE IT FURTHER RESOLVED that 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.

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I hereby certify that this Resolution No. 26460 is true and correct, as adopted by the Board of Airport Commissioners at its Regular Meeting held on Thursday, April 5, 2018.

Sandra J. Miller – Secretary
BOARD OF AIRPORT COMMISSIONERS





Los Angeles World Airports

Item 8

REPORT TO THE BOARD OF AIRPORT COMMISSIONERS

Paul J. Adams III
Approved by: Jake Adams, Interim LAMP Program Executive

Robert L. Gilbert
Reviewed by: Robert L. Gilbert, Chief Development Officer

Timothy J. [Signature]
City Attorney

Deborah Flint
Deborah Flint – Chief Executive Officer

Meeting Date:

4/5/2018

CAO Review:

☐ Completed
☒ Pending
☐ N/A

Reviewed for	Date	Approval Status	By
Finance	3/20/2018	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> NA	RW
CEQA	3/2/2018	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	JH
Procurement	3/20/2018	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> Cond	MT
Guest Experience	2/26/2018	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N	BY
Strategic Planning	2/22/2018	<input checked="" type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> NA	KV

SUBJECT: First Amendments for Program Management & Advisory Services and Project Management & Construction Management for Los Angeles World Airports.

Approve First Amendments for Program Management & Advisory Services Contracts No. 5132 with Lea+Elliott, Inc. and No. 5134 with Jacobsen | Daniels Associates, LLC to increase the contract authority by \$25,000,000 and \$16,000,000 respectively; and approve First Amendments for Project Management & Construction Management Services Contracts No. DA-5131 with CMTS, LLC and No. DA-5135 with Parsons Transportation Group Inc. to increase the contract authority by \$4,000,000 and \$158,000,000 respectively to support the Capital Improvement Program at Los Angeles World Airports.

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. APPROVE the First Amendments to Contract Nos. DA-5132 with Lea + Elliott, Inc. to increase the contract authority by \$25,000,000; DA-5134 Jacobsen | Daniels Associates,

LLC to increase the contract authority by \$16,000,000 for Program Management & Advisory Services.

4. FURTHER APPROVE the First Amendments to Contract Nos. DA-5131 with CMTS, LLC to increase the contract authority by \$4,000,000 and DA-5135 with Parsons Transportation Group Inc. to increase the contract authority by \$158,000,000 for Project Management & Construction Management Services.
5. APPROPRIATE capital funds in the combined not-to-exceed amount of \$41,000,000 for Program Management & Advisory Services and \$162,000,000 for Project Management & Construction Management services.
6. AUTHORIZE the Chief Executive Officer to execute the First Amendment to Contracts Nos. DA-5132, DA-5134, DA-5135, and DA-5131 upon approval as to form by the City Attorney and approval by the Los Angeles City Council.

DISCUSSION:

1. Purpose

Amend two contracts for Program Management & Advisory (Program) services and two contracts for Project Management & Construction Management (PM/CM) services to continue supporting the Capital Improvement Program (CIP) and enterprise-level initiatives at Los Angeles World Airports (LAWA). These contracts provide project and construction management services, including risk assessment, program monitoring & reporting, financial analysis, design management, and construction management, to assist LAWA in delivering a multi-billion dollar CIP that includes LAWA-managed, tenant-managed, and Public Private Partnership (P3) projects at Los Angeles International and Van Nuys Airports.

The Board originally approved these four contracts for a seven-year term. The contract amount and appropriations; however, were based on a two-year forecast pending further definition and advancement of the CIP with a primary focus on the Landside Access Modernization Program (LAMP). These amendments will provide funding and contract authority to continue services for the next two and a half years.

2. Prior Related Actions

- **September 21, 2016- Resolution No. 26073 (DA-5132, DA-5134)**
The Board of Airport Commissioners approved two (2), seven-year contracts to Lea + Elliott, Inc. and Jacobsen/Daniels Associates, LLC in the not-to-exceed amounts of \$14M and \$12M, respectively, to provide Program Management & Advisory Services to support the CIP and other initiatives for LAWA. The Board appropriated funds in the combined total of \$26M for these two contracts.
- **September 21, 2016- Resolution No. 26073 (DA-5130, 5131, 5133, 5135, 5136, 5137)**
The Board approved six (6), seven-year contracts to Berg & Associates, Inc.; CMTS, LLC; Jacobs Project Management Co.; Parsons Transportation Group Inc.; Simpson & Simpson Management Consulting Inc.; and Vanir ASL, LLC in the not-to-exceed amounts of \$10M, \$4M, \$70M, \$35M, \$10M, and \$30M respectively to provide

PM/CM services to help deliver LAWA's CIP. The Board also appropriated funds for these contracts based on a two-year forecast of services, for a combined total of \$87M.

- **November 2, 2016 – Council File No. 16-1092**

The City Council, in accordance with Los Angeles City Charter Section 373, approved the seven-year contracts referenced above.

3. Current Action

Background

Los Angeles World Airports (LAWA) is in the process of delivering a broad and complex multi-billion dollar CIP at Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). Projects within the CIP are categorized into three distinct programs detailed below.

I. Landside Access Modernization Program (LAMP)

LAMP will relieve traffic congestion and provide a transportation alternative for LAX Passengers through contracts using Progressive Design-Build, Public Private Partnerships (P3) and Design-Build-Finance-Operate-Maintain (DBFOM) procurement methods for the following projects:

- Automated People Mover (APM)
- Consolidated Rent-a-Car Facility (ConRAC)
- Intermodal Transportation Facilities (ITFs)
- Landside, Utilities & LAMP Enabling Projects (LULEP)

II. Airline/Tenant Improvement Program (Tenant)

Many airlines and tenants are undertaking improvement projects on behalf of LAWA. LAWA reviews and monitors these terminal renovations to ensure compliance with:

- LAWA's design guidelines – agreed upon project principles
- Airport Terminal Development and Improvement Program (ATDIP)
- Area and Utilities Shutdown procedures
- Code requirements, regulations, and other requirements

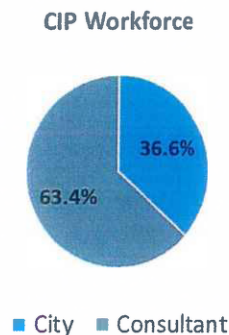
III. Capital Improvement Program (CIP)

LAWA's Planning & Development Group (PDG) staff manages the CIP, which encompasses constructing approved assets or renovating existing assets valued over \$500,000. PDG manages these projects through design, construction, commissioning and activation using Design Build, Design-Bid-Build, and Construction Manager at Risk delivery methods. Examples of current CIP projects include:

- Midfield Satellite Concourse (MSC)
- Terminal Cores and APM Interface project
- Security Bollards
- Airport Police Facility
- Airside Improvement program

Given the size of the CIP program, the number of active projects, and the variations of project delivery methods employed, LAWA does not have sufficient in-house resources to meet the workload demands. To this end, LAWA partners with other City agencies such as Public Works, Department of Transportation, and General Services, to name a few, to provide additional resources. In addition, LAWA relies on the expertise of professional consulting firms, procured through a competitive selection process, to augment staff. Use of

consultants allows LAWA to react quickly to fluctuations in staffing requirements as projects move through the various stages from planning, design, construction, and closeout. The graph below depicts the current composition of staff delivering the entire CIP:



As described in the prior related actions, the Board and City Council approved eight contracts to firms of varying sizes (Small, Medium, and Large) to provide expertise, guidance, and resources to help deliver the CIP and to support LAWA's executive management team on specific initiatives. The scope of these services is summarized as follows:

I. **Program Management & Advisory Services (Program)**

Enterprise-level services, as well as Executive initiatives, required to deliver multiple projects within an overall program. These projects include both LAWA-managed CIP projects as well as tenant-managed improvements. Services include, but are not limited to:

- | | |
|--|------------------------------|
| • Program Scheduling, Reporting, and Cost Estimating | • Risk Assessment |
| • Safety Training | • Communications & Outreach |
| • Area and Utility Shutdown Coordination | • Benchmarking |
| • Construction Logistics | • Strategic Planning |
| • Regulatory Enforcement | • Performance Management |
| | • Financial Capital Planning |
| | • Project Monitoring |

II. **Project Management & Construction Management Services (PM/CM)**

Broad range of project and construction support services to deliver projects from definition to construction and final closeout. Services include, but are not limited to:

- | | |
|--------------------------------|--|
| • Project Management | • Environmental Reporting |
| • Closeout | • Constructability |
| • Construction Impact Analyses | • Change Management (reviewing change notices, negotiating change orders, validating the effects on project performance) |
| • Staff Training/Development | • Peer Review |
| • Stakeholder Coordination | |
| • Construction Management | |
| • Design Management | |

The contract term for each of the eight contracts was set at seven years with appropriations for two years. The contract amount, or upper limit, for four of the six PM/CM contracts was established based on a five-year forecast. While the two remaining PM/CM contracts, designated to focus predominantly on LAMP-related activities, and the two Program contracts were based on a two-year forecast. Staff notified the Board of the intent to return for additional term, appropriation, and contract authority following re-assessment of the forecasted staffing needs. Today's action is to request formal contract amendments for the four contracts highlighted in the table below.

2016 Contracts Approved by Board & City Council		Contract Term (Years)	Approved Contract		Approved Appropriation	
			Amount	Period to Cover (Years)	Amount	Period to Cover (Years)
Program Management & Advisory						
Size	Firm Name					
S	Jacobsen Daniels Associates, LLC	7	\$ 12,000,000	2	\$ 12,000,000	2
M	Lea + Elliott, Inc.	7	\$ 14,000,000	2	\$ 14,000,000	2
Subtotal			\$ 26,000,000		\$ 26,000,000	
Project Management & Construction Management						
Size	Firm Name					
S	CMTS, LLC	7	\$ 4,000,000	2	\$ 4,000,000	2
L	Parsons Transportation Group Inc.	7	\$ 35,000,000	2	\$ 35,000,000	2
S	Berg & Associates, Inc.	7	\$ 10,000,000	5	\$ 4,000,000	2
S	Simpson & Simpson Management Consulting, Inc.	7	\$ 10,000,000	5	\$ 4,000,000	2
M	Vanir ASL, LLC	7	\$ 30,000,000	5	\$ 12,000,000	2
L	Jacobs Project Management Co.	7	\$ 70,000,000	5	\$ 28,000,000	2
Subtotal			\$ 169,000,000		\$ 87,000,000	
Total			\$ 185,000,000		\$ 113,000,000	

Size: S = small M = medium L = large

LAWA executed the eight contracts shortly after the City Council approval date of November 2, 2016. To effectively manage and administer the contracts, LAWA implemented a number of administrative and cost control measures to include:

- All work and personnel are authorized, in advance, via written task orders following negotiation of scope, schedule, overhead rates, billing rates, and fees.
- Task order commitments and expenditures are continually monitored against the contract amount and appropriation balance.
- Invoices are submitted monthly and reviewed to ensure compliance with contract terms, task order details, and City policies.
- All payments are approved by the City Controller following a comprehensive review by the authorizing LAWA project management and accounting team, and LAWA's Accounting Operations Division.
- PDG conducts quarterly meetings with the primes to review their overall performance (timeliness of invoices and payments to subconsultants, SBE participation, quality of services, etc.). Additionally, staff conducts subconsultant roundtables to provide a forum for open dialogue to address any issues or concerns.

- Staff briefs LAWA's Chief Development Officer (CDO) and PDG's Deputy Executive Director (DED) monthly on the contract spend rates, remaining balances, pending task order requests, and forecasted needs.
- The CDO and DED conduct a comprehensive review and approval of specialty tasks and associated billing rates and meets periodically with the firms' executive staff.

In addition to the planned activities and tasks assigned at the start of these contracts, LAWA was in the process of developing an updated strategic plan and new initiatives. Furthermore, it became clear that there was a need for a more in-depth view of the CIP, and related activities, to ensure projects were properly aligned with LAWA's mission, vision, and specific strategic objectives. The Program includes comprehensive analyses of the following:

- Process for development, evaluation, and management of the CIP
- Constructability Analysis
- Additional Traffic studies and recommendation on impacts during construction
- Additional involvement and analyses of the financial and commercial aspects of the APM and ConRAC design, build, finance, operate, and maintain (DBFOM) contracts and early works agreement for the APM
- Enhanced engagement with the developer teams during the DBFOM procurement processes for the APM and ConRAC projects

PMAS Outcomes and Accomplishments

Since the execution of the contracts, the firms have completed a number of significant outcomes as noted below:

Lea+Elliott, Inc. (L+E)

- APM Procurement Support - APM Operating System Specialty Services* developed key components of the APM RFP, served as the lead subject matter expert on the APM Operating System requirements, reviewed Alternative Technical Concepts (ATC) submittals, and participated in the 1:1 sessions with the proposing teams.
- LAMP Commercial & Financial Support* –developed APM contract language and coordinated with LAWA's legal team throughout procurement process. Provided subconsultant Ernst & Young, LLC to serve as the financial advisor on both the APM and ConRAC procurements developing financial and commercial terms of the RFP, evaluating proposals, reviewing cost estimates, performing financial modeling, and assessing Customer Facility Charge (CFC) strategies.
- CIP Program-Level Support Activities* – provided program-wide services to include construction coordination and logistics, safety, utility and area shutdown coordination, construction communications and signage.
- CIP Development Process* – updated the Capital Plan/Program Definition process and CIP Guidebook; developed project definition and change forms to help define scope, schedules, and budgets for prospective CIP projects and document justifications for changes; participating in ongoing CIP analysis to optimize project scope and budget to ensure conformance with LAWA's key strategic priorities and provide measurable project outcomes.

- e. Midfield Satellite Concourse (MSC) and Coordination and Logistics Management (CALM) Support – supplied key personnel on the MSC and CALM teams to ensure project delivery in accordance with LAWA's Program Delivery Manual.
- f. LAWA Executive Support – provided direct resources to other LAWA executives to help complete the LAMP environmental and entitlement process, assess and improve LAWA's wayfinding and signage program, enhance LAWA's construction communication program, and further promote the guest experience initiative

From the original contract allocation, \$4.9M was attributed to CIP related projects, \$6.8M attributed to LAMP related work and \$1.7 attributed to Tenant projects. Lea + Elliot committed to 20% SBE participation, and has achieved 53.64% to date.

Jacobsen | Daniels Associates, LLC (JDA)

- a. Airport Operations & Emergency Management Support – coordinated Traffic Mitigation Summit and identified measures to ease traffic congestion at LAX, developed and initiated monthly comprehensive dashboard of traffic and parking activity at LAX, conducted trend analysis and modeling of Central Terminal Area traffic, and assisted in development of Key Performance Indicators to provide metrics to measure success of various programs.
- b. Landside Planning Simulation & Operational Analysis Support – quantified traffic construction impacts for proposed CIP projects, analyzed strategy of creating auxiliary curbside at LAX, evaluated ridership and historical trip activity of all shuttles operating in the CTA to identify strategies to reduce commercial vehicle trips, evaluated options for improving employee busing operations, developed LAX system-wide parking strategy to define future parking needs and allocation for all parking facilities.
- c. LAMP Support – prepared project definition for the reconfiguration of Lot C and Avis leaseholds, helped develop the ConRAC RFP, evaluated preferred timing and operation of various roads supporting LAMP development, conducted simulation analysis of traffic impacts related to alternative concepts submitted by APM proposing teams, prepared project definition for the ITF West project.
- d. Right of Way Acquisition & Tenant Support – developed and continue to maintain LAMP Right of Way (ROW) Acquisition activities database; developed GIS Internet dashboard to allow various groups to view status of ROW acquisition properties; assisted LAWA leadership with tenant engagement of rental car industry to solicit input for ConRAC programming, procurement, and development.
- e. LAWA Executive Support – developed strategic plan for Airport Operational Readiness Program, conducted survey work for utilities mapping, provided strategic support for LAWA's Airport Noise Program.

From the original contract allocation, \$3.4M was attributed to CIP related projects, \$7.4M attributed to LAMP related work and \$249K attributed to Tenant projects. JDA, as a certified SBE firm, is achieving 100% SBE participation.

The table below details the original contract value, task orders issued to date, forecast of work through 2020, and required increase to contract to complete the forecasted work, for both contracts.

Firm	Contract No.	Contract Amount & Appropriation (A)	Task Orders to Date (B)	Uncommitted Balance (A-B)	Task Order Forecast May-18 to Dec-20 (C)	Required Increase to Contract D=(B+C-A)
Lea+Elliott, Inc.	DA-5132	\$ 14,000,000	\$ 13,400,000	\$ 600,000	\$ 25,600,000	\$ 25,000,000
Jacobsen Daniels Associates, LLC	DA-5134	\$ 12,000,000	\$ 11,000,000	\$ 1,000,000	\$ 17,000,000	\$ 16,000,000

PM/CM Outcomes and Accomplishments

At the time the contracts were awarded, two firms were selected to focus predominantly on the APM project definition and procurement and enabling work as part of the LULEP project. LAWA opted to fund the contracts for a two-year period initially given that the APM would be LAWA's first experience with the P3 project delivery method and LULEP was only a three-year effort with Year 1 work already underway.

Similar to the L+E and JDA contracts, these contracts are also managed through the issuance of task orders, based on negotiated rates, and other stringent cost control measures. The main difference is PM/CM task orders authorize augmented staff for a specific period of time to deliver a project or group of projects, whereas PMAS task orders are for defined scopes of work yielding specific deliverables based on negotiated cost proposals.

CMTS, LLC

As the small-sized firm assigned to support the LAMP program, CMTS, under Contract No. DA-5131, is currently performing the following services:

- a. Construction management
- b. Project management
- c. Design reviews
- d. Office and field engineering
- e. Technical support
- f. Change management and administration
- g. Administrative support

Their expertise is in construction management. As such, LAWA forecasts an increased presence for CMTS as the LAMP projects transition from the procurement phase to project delivery and construction.

CMTS, as a certified SBE firm, is achieving 100% SBE participation.

Parsons Transportation Group

Under Contract No. DA-5135, Parsons is the large-size firm providing PM/CM services to the LAMP team with a primary focus on the APM, ITF West, and LULEP projects. Parsons also brings expertise in standing up an organization to effectively deliver such a robust program. Their accomplishments to date include:

- a. Direct Project Support
 - Completed investigative work for the LULEP project and currently providing project management services for the various Component Guaranteed Maximum Price (CGMP) work packages.
 - Provided technical support for APM procurement documents including RFP, EDR, and draft contract.

- Reviewed the Statement of Qualifications for the Fixed Facilities Suppliers.
- Participated in the 1:1 Aesthetic Review and Alternate Technical Concept meetings with the APM developer teams.
- Conducted review of technical proposals and provided summary reports for selection panel.
- Participated in the negotiation and preparation of the \$42M APM Early Works Agreement approved by the Board on February 15, 2018.
- Assisted in the project definition of the Intermodal Transportation Facilities. Providing support in the procurement process by aiding in the development of the Request for Proposals.

b. Organizational Support

- Managed early mobilization of the LAMP team and helped establish the Program Management Office.
- Reviewed existing LAWA Program Delivery Manual and recommended modifications to meet project requirements specific to LAMP.
- Recruited key program personnel including Safety Manager, Logistics Manager, and various interface project managers.
- Assisted in the development of initial staffing plans and organizational charts.

Parsons' is a full-service, program management firm with services from procurement to project closeout. Since the LAMP focus to date has been on mobilizing the Project Management Office and completing the procurements (APM, ConRAC, ITF West), they have been the primary provider of staff augmentation services lending their expertise in P3 procurement and APM technical services.

While Parsons' pledged a 42% SBE participation, they have achieved 21.02% to date. Staff and LAWA's Procurement Services Division met with the Parsons team to develop an action plan moving forward to meet their pledge of 42%. There has been marked improvement in the first quarter of 2018 as 18 of the last 24 positions were filled through SBE subconsultants. Based on the LAMP staffing plan covering the full program and its various phases, Parsons is projecting full 42% SBE participation by the fourth quarter of 2019.

From the original contract allocation, \$2.5M was attributed to CIP related projects, \$23.6M attributed to LAMP related work and \$854K attributed to Tenant projects.

The table below details the original contract value, task orders issued to date, forecast of work through 2020, and required increase to contract to complete the forecasted work, for both contracts.

Firm	Contract No.	Contract Amount & Appropriation (A)	Task Orders to Date (B)	Uncommitted Balance (A-B)	Task Order Forecast May-18 to Dec-20 (C)	Required Increase to Contract D=(B+C-A)
CMTS, LLC	DA-5131	\$ 4,000,000	\$ 748,600	\$ 3,251,400	\$ 7,251,400	\$ 4,000,000
Parsons Transportation Group	DA-5135	\$ 35,000,000	\$ 27,000,000	\$ 8,000,000	\$ 166,000,000	\$ 158,000,000

Action Requested – Contract Amendments

Staff is requesting Board approval of the First Amendments for the these four contracts to continue providing the resources necessary to advance the CIP and complete projects in alignment with LAWA's strategic goals and objectives. The requested amendments will provide the following:

1. L+E Contract No. DA-5132, increase by \$25,000,000 for a total amount of \$39,000,000 to perform the following tasks:
 - a. LAWA oversight of the APM P3 contractor with focus in obtaining a safe, reliable APM Operating System that performs as intended and defined within the contract documents.
 - b. Continue commercial and advisory services for the financial requirements in the APM and ConRAC P3 contracts through commercial close.
 - c. Provide program management advisory services relative to MSC, CALM, Safety, and Area/Utility Shutdowns.
2. JDA Contract No. DA-5134, increase by \$16,000,000 for a total amount of \$28,000,000 to perform the following services:
 - a. Complete ConRAC procurement support services through financial closeout. Continue support for Right of Way acquisition and tenant engagement.
 - b. Complete procurement support and analyses for the ITF West project.
 - c. Continue ongoing support in the form of traffic modeling, analysis, reporting, and performance management to improve traffic conditions.
3. CMTS Contract No. DA-5131, increase by \$4,000,000 for a total amount of \$8,000,000.
 - a. Provide efficient Office Engineering and Project Management services for complete and accurate reporting and delivery of LAMP projects.
 - b. Increase CMTS' role consistently over the next two years as construction commences on the LAMP projects.
 - c. Increase the number of positions supplied by CMTS projected to range from 6 to 8 positions at a forecasted annual cost of \$1.8-\$2.0M.
4. Parsons Contract, No. DA-5135, increase by \$158,000,000 for a total amount of \$193,000,000. This will enable Parsons and their team of six subconsultants to continue services through December 2020 to include:
 - a. LAMP Support (Estimated \$151M through December 2020)

To determine the contract needs over the next 2 1/2 years, the LAMP team prepared a Resource Loaded Schedule and detailed staffing plans for the component projects APM, ITF West, and LULEP staffed primarily through Parsons. (The ConRAC is supported by Jacobs Project Management under DA-5133 and will be included in a future Board action requesting additional appropriation). Staff developed the plans through a bottoms-up approach taking into consideration the following:

- ✓ Specialty services required
- ✓ Timing of various disciplines required over the life of the projects
- ✓ Overall project schedules and key milestones
- ✓ Resources needed to manage risks
- ✓ Surge of APM contractor submittals for LAWA review
- ✓ Engagement with Design-Build proposers for ITF West procurement
- ✓ Levels of oversight needed to monitor and ensure contract performance

Overall, the LAMP program currently comprises 110 Full-time Equivalent (FTE) personnel inclusive of LAWA employees and consultants. The staffing level is projected to increase and peak to an estimated 280 FTEs over the next two years as the APM, ITF West, and ConRAC projects move from procurement to implementation.

b. CIP support (Estimated \$15M through December 2020)

While the primary focus is to support LAMP, Parsons also provides key personnel supporting CIP projects outside of LAMP. Examples include:

- ✓ Tenant Improvement project management
- ✓ Interface coordination for Terminal Cores
- ✓ Training and support of Progressive Design-Build for MSC and Airport Police Facility
- ✓ Program-wide quality assurance and safety training
- ✓ Project Labor Agreement administration & compliance reporting

The table below summarizes the current action and the requested amended contract amount for the four firms:

2016 Contracts Approved by Board & City Council		Approved Contract		Requested Increase	Amended Contract Amount Through Dec 2020
		Amount	Period to Cover (Years)		
Program Management & Advisory					
Size	Firm Name				
S	Jacobsen Daniels Associates, LLC (JDA)	\$ 12,000,000	2	\$ 16,000,000	\$ 28,000,000
M	Lea + Elliott, Inc. (L+E)	\$ 14,000,000	2	\$ 25,000,000	\$ 39,000,000
Subtotal		\$ 26,000,000		\$ 41,000,000	\$ 67,000,000
Project Management & Construction Management					
Size	Firm Name				
S	CMTS, LLC (CMTS)	\$ 4,000,000	2	\$ 4,000,000	\$ 8,000,000
L	Parsons Transportation Group Inc. (Parsons)	\$ 35,000,000	2	\$ 158,000,000	\$ 193,000,000
Subtotal		\$ 39,000,000		\$ 162,000,000	\$ 201,000,000
Total		\$ 65,000,000		\$ 203,000,000	\$ 268,000,000

Size: S = small M = medium L = large

How this action advances a specific strategic plan goal and objective

This action provides the contract authority and appropriation to complete vital improvements to meet our strategic objectives to deliver facilities and guest experiences that are exceptional. The expertise and services provided are ensuring that the LAMP program will improve the passenger experience and reduce traffic congestion in and around LAX as well as connect LAX to regional public transportation.

Action Requested

This report is to request first amendments to add contract authority and appropriation for four of the eight contracts awarded in 2016. As formal contract amendments, this item will require approval from the City Council.

Staff requests Board approval for First Amendments to Contracts No. 5132 with Lea + Elliott, Inc. and No. 5134 with Jacobsen | Daniels Associates, LLC for Program Management & Advisory Services to increase the contract authority to \$39,000,000 and \$28,000,000 respectively; and approve First Amendments to Contracts No. DA-5131 with CMTS, LLC and No. DA-5135 with Parsons Transportation Group Inc. for Project and Construction Management Services to increase the contract authority to \$8,000,000 and \$193,000,000 respectively to support the Capital Improvement Program at Los Angeles World Airports.

Staff will return in the next few months to request Board approval for additional appropriations for the four remaining PM/CM contracts and three Project Controls contracts awarded from the same 2016 RFP.

Fiscal Impact

Costs incurred through these contracts are, and will continue to be, capitalized when associated with a particular project. As projects are put in service, these costs will be allocated to associated airport cost centers and will be recovered through landing fees, terminal rates and charges, and through non-aeronautical revenues.

All of the costs associated with the CIP projects are reported monthly in the Program Status Report. Approval of this Board action will not impact the project budgets as the costs for PM/CM and PMAS services are factored into the budget calculations.

As these contracts also support LAWA's Executive Management and other non-capital initiatives including the Guest Experience, funding may also be provided through the LAWA Operating Budget in various Cost Centers. Funding for these services will be requested as part of LAWA's annual budget process. Operating costs will also be recovered through landing fees, terminal rates and charges, and through non-aeronautical revenues.

4. Alternatives Considered

- ***Take No Action***

Staff notified the Board at the award of these contracts that additional term and funding would be necessary. Therefore, this is not a viable action as there is insufficient funding to continue services.

- ***Use City and LAWA Personnel***

LAWA is currently delivering the CIP through use of PDG and LAMP staff; other LAWA groups; and services provided by other City Departments through Memoranda of

Understanding and Inter-Departmental Agreements. Staff augmentation, through the use of these contracts, is necessary as the City of Los Angeles does not have sufficient resources and subject matter experts available to perform all required work.

APPROPRIATIONS:

Staff requests funds for four first amendments in the not-to-exceed amount of \$25,000,000 for DA-5132 (Lea + Elliott, Inc.), \$16,000,000 for DA-5134 (Jacobsen/Daniels Associates, LLC), \$4,000,000 for DA-5131 (CMTS, LLC) and \$158,000,000 for DA-5135 (Parsons Transportation Group, Inc.) for a total of \$203,000,000 be appropriated and allocated from the LAX Revenue Fund to Commitment Item 520 from various Operational Cost Centers to WBS Element 1.15.08-700 (Automated People Mover), 1.15.07-700 (Consolidated Rent-a-Car), 1.15.09-700 (Intermodal Transportation Facility) and other Board approved WBS Elements as may be required.

STANDARD PROVISIONS:

1. This item, as a continuing administrative, maintenance and personnel-related activity, is exempt from California Environmental Quality Act (CEQA) requirements pursuant to Article II, Section 2.f of the Los Angeles City CEQA Guidelines.
2. This 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. CMTS, LLC, Lea + Elliott, Inc., Jacobsen | Daniels Associates, LLC, and Parsons Transportation Group, Inc. are required by contract to comply with the provisions of the Living Wage Ordinance.
5. Procurement Services has reviewed this action (File No. 10040789) and established a mandatory 20% SBE goal for this project. CMTS, LLC and Jacobsen | Daniels Associates, LLC committed to 100% SBE as they are both certified SBE firms. Lea + Elliott, Inc. committed to 20% SBE participation and has achieved 53.64% SBE participation. Parsons Transportation Group committed to 42% SBE participation and has achieved 21.02% participation.
6. CMTS, LLC, Lea + Elliott, Inc., Jacobsen | Daniels Associates, LLC, and Parsons Transportation Group will comply with the provisions of the Affirmative Action Program.
7. CMTS, LLC has been assigned Business Tax Registration Certificate No. 0002552840-0001 -1; Lea + Elliott, Inc. has been assigned Business Tax Registration Certificate No. 0000178833 -0001 -7; Jacobsen | Daniels Associates, LLC has been assigned Business Tax Registration Certificate No. 0002907854 -0001 -0; and Parsons Transportation Group has been assigned Business Tax Registration Certificate No. 0000148161- 0001 -2/
8. CMTS, LLC; Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group are required by contract to comply with the provisions of the Child Support Obligations Ordinance.
9. Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group have approved insurance documents, in the terms and amounts required, on file with Los

Angeles World Airports. CMTS, LLC must have approved insurance documents, in the amounts and terms required, on file with Los Angeles World Airports prior to execution of the amendment.

10. Pursuant to Charter Section 1022, staff determined the work specified on this contract can be performed more feasibly and economically by Independent Contractors than by City employees.
11. CMTS, LLC; Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group have submitted the Contractor Responsibility Program Questionnaire and Pledge of Compliance and will comply with the provisions of the Contractor Responsibility Program.
12. CMTS, LLC; Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group; have been determined by Public Works, Office of Contract Compliance, to be in full compliance with the provisions of the Equal Benefits Ordinance.
13. CMTS, LLC; Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group will be required to comply with the provisions of the First Source Hiring Program for all non-trade LAX Airport jobs.
14. CMTS, LLC; Lea + Elliott, Inc.; Jacobsen | Daniels Associates, LLC; and Parsons Transportation Group have submitted the Bidder Contributions CEC Form 55 and will comply with its provisions.