



RESOLUTION NO. 27361

WHEREAS, on recommendation of Management, there was presented for approval, Second Amendment to Contract DA-5132 with Lea + Elliott, Inc. to increase the contract authority by \$12,710,000, for new total not to exceed \$51,710,000, covering program management advisory services for Los Angeles World Airports; and appropriation of not to exceed \$12,710,000 for said services; and

LAX

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City of Los Angeles

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Mayor

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Commissioners**

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Chief Executive Officer

WHEREAS, in 2016, the Board of Airport Commissioners and Los Angeles City Council approved award of eight (8) contracts to firms of varying sizes (small, medium, and large) to provide program management advisory services (PMAS) and project management and construction management services to help deliver the multi-billion-dollar Capital Improvement Program (CIP) of Los Angeles World Airports (LAWA) and support other key LAWA initiatives. At the time of contract award, the process was established to intermittently add contract capacity and appropriate additional funds based on needs for active projects and specific LAWA initiatives within a given time frame; and

WHEREAS, the two (2) PMAS contracts with Lea + Elliott, Inc. and Jacobsen | Daniels Associates, LLC were previously amended in 2018, with funds being added to provide services anticipated through December 2020. Through cost saving measures implemented in response to the COVID-19 pandemic, staff has been able to extend services provided by Lea + Elliott, Inc. through December 2021. At this time, funding is sufficient to cover services provided by Jacobsen | Daniels Associates, LLC. Staff will continue to monitor service levels and contract capacity to determine when and if additional amendments will be sought from the Board of Airport Commissioners; and

WHEREAS, as LAWA continues its CIP, the need remains to engage consulting professionals to provide specialized expertise, managed through negotiated task orders. Utilizing consultant resources creates a flexible workforce, allowing LAWA to quickly adapt and deliver projects as they move through the planning, design, construction, and closeout phases. Over forty (40) professional disciplines are necessary to deliver such a diverse program and, in most cases, the City of Los Angeles does not have similar job classifications or sufficient in-house resources to support the magnitude and complexity of the CIP. Examples include expertise in baggage handling systems, rail systems, Building Information Modeling, specialty information technology systems, CIP global scheduling, risk management, and claims avoidance; and

WHEREAS, use of consultant services continues to contribute to many of the highest-profile developments including the Landside Access Modernization Program (LAMP) component projects, West Gates at Bradley (formerly Midfield Satellite Concourse), Terminal Development and Improvement Program, and various other capital projects, programs, and initiatives. Specific outcomes achieved through Lea + Elliott, Inc. and its team of sub-consultants, include:

- CIP Program-Level Services
 - Provided analytical support to LAWA while finalizing the launch of the 2018-2028 CIP, which defines capital improvements to be completed prior to the 2028 Olympics
 - Established new program-wide risk analysis policies and reporting procedures to allow greater visibility and ability to address potential concerns before risks are realized
 - Defined new capital program management and governance processes and updated CIP reporting – both internally and to key stakeholders – on status, changes, and budgets
- LAMP-Specific Services
 - Reviewed design submittals for Automated People Mover (APM) Vehicles, Automatic Train Control, Communications, Maintenance Equipment, and APM Operating System



- Monitored early equipment manufacturing for Operating System, including APM Vehicles, Maintenance Service vehicles, Guideway switches, Automatic Train Control Cabinets, Power Distribution switches, transformers, rectifiers, and power rails
- Monitored early installation of on-site guideway running surfaces, guide beams, and guideway switches
- Provided financial advice related to the Public-Private-Partnership structuring, procurement, Design-Build-Finance-Operate-Maintain transactions, construction claims, negotiations, and dispute resolution
- Other CIP Projects and Initiatives
 - Provided oversight of the Tom Bradley International Terminal West Gates concessions development strategy and implementation, including a revised Definitive Improvement Plan
 - Managed construction communications and wayfinding associated with all construction activity in support of the Coordination and Logistical Management (CALM) mission; and

WHEREAS, the Second Amendment will provide contract capacity and funding for services anticipated through the contract term of January 2024. Costs will continue to be managed through issuance of task orders based on specific scopes of work and associated fees. Labor and other direct costs will be allocated to the respective CIP projects. The budget estimate is as follows:

- LAMP Support Services – est. \$5,510,000
 - Continue financial analysis and support for resolving construction claims on the APM and Consolidated Rent-a-Car Center projects
 - Close out remaining design elements of the Operating System, Guideway Equipment, and Power Distribution System
 - Monitor manufacturing of remaining thirty-four (34) APM Cars and APM Train System acceptance testing and system demonstration
 - Monitor installation and acceptance testing of passenger station equipment at six (6) stations, remaining guideway equipment, Power Distribution Equipment, communications equipment, and Automatic Train Control equipment
 - Support LAWA on California Public Utilities Commission review and safety certification process
- CIP Governance and Risk Reporting – est. \$2,800,000
 - Provide continued support and advisory services for CIP oversight, governance, reporting, and risk management efforts, including expanded use of Active Risk Management software tools
 - Update planning and delivery standards and procedures and financial modeling to determine viability of adding potential projects to the CIP
- Construction Logistics and Wayfinding Support Services – est. \$1,650,000
 - Continue supporting construction communications and wayfinding associated with all construction activity in support of the CALM mission
 - Provide advisory services relative to safety, secured post area access, and Area/Utility Shutdowns
 - Provide back-up support to LAWA sign shop through materials, supplies, fabrication, and installation of temporary and permanent wayfinding
- Concessions, Commercial Development and Strategic Planning Support – est. \$1,150,000
 - Recommend competitive pricing strategies and adjustments for parking and electric vehicle charging services
 - Finalize Definitive Improvement Plans for concessions in Terminals 1.5, 2, and 3
 - Assist with a refresh of LAWA's Strategic Plan, including an update of goals, objectives, and metrics
 - Provide as-needed financial support on complex developer agreements and proposed business models for future development and initiatives

- Allowance for As-Needed Services – est. \$1,500,000
 - Provide funding for as-needed services to support new CIP projects and initiatives that may arise through the end of the contract term
- Other Direct Costs – est. \$100,000
 - Provide funding for other reimbursable costs such as copier and trailer leases, printing, equipment, mileage, travel, materials, and supplies; and

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

WHEREAS, Lea + Elliott, Inc. is required by contract to comply with the provisions of the Living Wage Ordinance; and

WHEREAS, Procurement Services has reviewed this action (File 10040789) and established a mandatory 20% Small Business Enterprise (SBE) goal for the project. Lea + Elliott, Inc. committed to 20% SBE participation, and has achieved 63.6% SBE participation; and

WHEREAS, Lea + Elliott, Inc. is required by contract to comply with the provisions of the Affirmative Action Program; and

WHEREAS, Lea + Elliott, Inc. has been assigned Business Tax Registration Certificate 0000178833-0001-7; and

WHEREAS, Lea + Elliott, Inc. is required by contract to comply with the provisions of the Child Support Obligations Ordinance; and

WHEREAS, Lea + Elliott, Inc. has approved insurance documents, in the terms and amounts required, on file with LAWA; and

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

WHEREAS, Lea + Elliott, Inc. has submitted the Contractor Responsibility Program Questionnaire and Pledge of Compliance, and will comply with the provisions of said program; and

WHEREAS, Lea + Elliott, 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 executing the Second Amendment; and

WHEREAS, Lea + Elliott, Inc. is required by contract to comply with the provisions of the First Source Hiring Program for all non-trade Los Angeles International Airport jobs; and

WHEREAS, Lea + Elliott, Inc. has submitted the Bidder Contributions CEC Form 55, and will comply with its provisions; and

WHEREAS, Lea + Elliott, Inc. has submitted the Municipal Lobbying Ordinance CEC Form 50, and will comply with its provisions; and

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

NOW, THEREFORE, BE IT RESOLVED that the Board of Airport Commissioners adopted the Staff Report; determined that this action is exempt from the California Environmental Quality Act (CEQA) pursuant to Article II, Section 2.f. of the Los Angeles City CEQA Guidelines; approved the Second Amendment to Contract DA-5132 with Lea + Elliott, Inc. to increase the contract authority by \$12,710,000, for new total not to exceed \$51,710,000, covering program management advisory services for Los Angeles World Airports; authorized the Chief Executive Officer to execute said Second Amendment to Contract DA-5132 with Lea + Elliott, Inc. after approval as to form by the City Attorney and approval by the Los Angeles City Council; and further approved appropriation and allocation of not to exceed \$12,710,000 for program management advisory services and transferred from the LAX and VNY Revenue Funds to WBS Elements 1.15.08A-700 (Automated People Mover), 1.15.07A-700 (Consolidated Rent-A-Car), 1.18.32-700 (Receiving Station-X), 3.20.01A-701 (VNY Runway 16L-34R Reconstruction and Runway 16R-34L Slurry Seal) projects and other Board-approved capital projects and their respective WBS elements as may be required.

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I hereby certify that this Resolution No. 27361 is true and correct, as adopted by the Board of Airport Commissioners at its Regular Meeting held on Thursday, October 21, 2021.

A handwritten signature in blue ink, appearing to read "Grace Miguel", is positioned above the printed name.

Grace Miguel – Secretary
BOARD OF AIRPORT COMMISSIONERS