REQUEST FOR PROPOSALS

For

FACILITIES MANAGEMENT CONSULTANT SERVICES

AT

LOS ANGELES WORLD AIRPORTS

Release Date – June 8, 2016

Pre-Proposal Conference – June 30, 2016
1:00pm – 4:00pm
Samuel Greenberg Board Room
Clifton Moore Administration Building
1 World Way
Los Angeles, CA 90045

Questions must be submitted in writing to:
Christine Salvaggio, RFP Administrator
fm-unit@lawa.org

Proposal Due Date – August 2, 2016 at 2:00 pm
Facilities Maintenance and Utilities Group
Asset Management Division
Attn: Barbara Taylor
7411 World Way West, Room 115
Los Angeles, CA 90045
I. Introduction

Los Angeles World Airports’ Facilities Maintenance and Utilities Group (FMUG), Asset Management Division (AMD), is soliciting written proposals to provide Facilities Management Consultant Services for Los Angeles World Airports.

II. Background Information

Los Angeles World Airports (LAWA) is the Department of Airports of the City of Los Angeles (City). As a financially self-sufficient, proprietary department of the City, LAWA is under the management and control of a seven-member Board of Airport Commissioners (BOAC) appointed by the Mayor and approved by City Council. The Executive Director administers LAWA and reports to the BOAC. LAWA operates and maintains Los Angeles International Airport (LAX) and Van Nuys Airport (VNY). FMUG employs approximately 1,500 personnel at all three airports, engaged in a comprehensive range of services, including maintenance, facilities management coordination and response, asset management, facilities and technical services, and central utility plant operations. In-house staff provides technical support for the following building systems:

- Elevator, Escalator & Moving Walkways
- HVAC
- Electric
- Plumbing
- Mechanical Repair

FMUG also employs in-house crews for the following activities:

- Airfield Paint
- Asphalt
- Building Paint
- Carpentry, including Flooring
- Concrete Repair
- Custodial
- Limited Scope Construction
- Contract Management for Maintenance not performed in-house
- Landscaping
- Lock Shop
- Recycling
- Roof Repair
- Signage
- Street Cleaning
- Upholstery
- Welding

In recent years, through its Facilities Management Program and Maximo® Enterprise Asset Management System, FMUG has assumed an ownership role to actively manage the physical assets of LAWA through the entire life cycle including; planning, design, operation, maintenance, and renewal. Currently, the Maximo® system includes approximately 5,000 assets in 3,500 locations and is used to process a monthly average of 3,000 service requests and 3,500 work orders.

III. Scope of Work

FMUG, through its Facilities Management Handbook and Maximo® system, strives to:

- Fully understand what LAWA owns and the parties responsible for maintenance
- Fully know the condition and operational lifecycle of all facilities and assets
- Implement systematic renewal/replacement planning to maintain required level of services throughout LAWA
- Reduce operating costs through the most efficient use of energy and resources
• Optimize maintenance resources through strategies and scheduling
• Ensure new facilities are appropriately influenced by total cost considerations
• Optimize operational and capital expenditures in concert with defined levels of service, operating risk, and regulatory requirements

LAWA is seeking a Consultant to work in concert with existing FMUG team to sustain and enhance current Facilities Management efforts. The Consultant will include in their proposal their planned approach, schedule, and staffing requirements with fully burdened hourly rates for each team member to complete the following basic tasks:

1. Project Management

The Consultant shall work cooperatively and interactively with LAWA staff and the staffs of other consultant firms working for LAWA, keep LAWA apprised of progress at regular progress meetings, conduct stakeholder meetings, prepare and conduct professional presentations of implementation plans, participate in peer review, update Facilities Management Handbook as requested, produce metrics and reports, conduct technical training and assist in organizational change management.

2. Work Management Planning and Scheduling Support Services

The Consultant will provide some or all of the following staff, as directed by LAWA:

   a. Maintenance Planner/Scheduler(s) with experience using Maximo® system to assist Facilities Maintenance Supervisors, Superintendents and Technicians in performance of the following duties: coordinating and scheduling multi-shop work for multiple shifts; assisting shops with creation and/or modification of job plans and preparing weekly work schedules; identifying tasks, resources and effort necessary to complete maintenance work; reviewing labor availability and assigning resources in concert with supervisors; and ensuring accurate information on planned maintenance work orders.

   b. Individuals with experience dealing with Facilities Maintenance customers and Maximo® software developers/implementers (including in-house Information Technology staff) in performance of the following duties: business process and work flow development and analysis; development, communication and testing of modifications and enhancements to software products; and BIRT report development, publication and analysis.

3. Asset Lifecycle Management Strategies and Implementations

The Consultant will provide guidance, strategies and implementation measures for LAWA to use Maximo® to eliminate continuing deterioration, restore equipment and processes to their optimal condition, lengthen equipment lifetimes, eliminate unexpected failures, and allow planned efficient and rapid repair of equipment. The asset functionality, level of service, reliability, maintenance records, age, usage, risk and criticality shall be considered. The
Consultant will also be asked to advise LAWA on current and new Key Performance Indicators, for assets and staff, and strategies for continual performance improvement. Strategies, should include, but not be limited to: performance metrics to determine life cycle and replacement costs encompassing maintenance priorities; failure probabilities and strategies; identification of assets that have very low remaining useful lives, and no longer meet their expected level of service, capacity, or efficiency; verification of these at-risk assets using standardized rating and ranking methodologies to track remaining useful life, decay curves, primary failure modes and triggers; and prioritization for changes in maintenance and operating standards, refurbishment, or decommissioning and replacement. Work under this section may also include the incorporation of Maximo® modules and applications not currently in use, such as Linear Assets and Condition Based Monitoring and Metering.

The Consultant will be asked to review and recommend improvements to current CIP asset on-boarding processes and implement standardized process and contract language for tenant asset on-boarding. This will include the review and improvement of mechanisms to collect data from external stakeholders (for example, third party maintenance contractors/vendors) and performance of quality control on such data. LAWA may request that the Consultant conduct field inventory, tagging, name plating and/or condition assessment efforts. Field work shall be in accordance to an established protocol as outlined in the Facilities Management Handbook.

4. Logistics Strategies and Implementations

The Consultant will provide guidance, strategies and implementation measures for LAWA to use Maximo® to track the cost of inventory stock; issue items or tools directly to charge entities such as work orders; monitor the balance of inventory items that are in stock; reorder items when stock must be replenished; monitor the use of special order items and stocked items; and manage the purchasing process, including purchasing materials and services, receiving them and then invoicing them. The Consultant will also assist LAWA with the integration of Maximo® with other software, platforms and devices, including, but not limited to mobile devices, Geographic Information Systems, and SAP® software.

5. Organization Change Management

The Consultant will assist the FMUG in continuing and enhancing its common conceptual facilities management framework. The Consultant shall participate in steering committee and user group meetings. The Consultant will train LAWA personnel to assume roles served under this contract. The transition planning should at a minimum include informational and collaborative workshops, classroom training and hands on training on all new skill sets and practices as appropriate throughout the organization.

IV. Consultant Staffing

This section shall apply to all aspects of consultant staffing in this entire Scope of Services, throughout the Contract, unless otherwise explicitly stated by LAWA in writing.
1. Consultant shall provide support services per the direction, review and approval of LAWA FMUG AMD.

2. LAWA will authorize execution of work by the use of Task Orders. Consultant staff assigned to the Task Order work must be approved by LAWA FMUG AMD.

3. All Consultant assigned staff shall have the qualifications and experience necessary to perform the services required in a competent and professional manner. Consultant shall submit detailed resumes and descriptions of qualifications upon LAWA’s request.

4. LAWA reserves the right to review and reject the qualifications of persons providing services and reserves the right to request the removal and substitution of any personnel working without cause and at any time.

5. No substitution or replacement of Consultant’s staff shall be allowed prior to written notification and approval of LAWA FMUG AMD. Prior to such replacement(s), the Consultant shall show evidence that the replacement personnel are qualified to work on the Task Order.

V. Proposal Evaluation

1. Evaluation Criteria

After receipt of the proposals, LAWA will review and evaluate all proposals that adequately contain the information set forth in this proposal package (RFP). LAWA reserves the right to verify all or part of references provided by Proposers.

The proposals will be rated utilizing a total score that will represent 100 points of the final ranking. Proposers will be evaluated using the criteria below. The City reserves the right to judge, appraise and reject all proposals submitted.

<table>
<thead>
<tr>
<th>Section</th>
<th>Description of Evaluation Criteria</th>
<th>Maximum Points</th>
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<tbody>
<tr>
<td>1</td>
<td>Demonstrated understanding of the Scope of Services</td>
<td>25</td>
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<tr>
<td>2</td>
<td>Experience and qualifications of Key Members of Proposing Team in providing services as described</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>Experience of Proposer with Federal, State and Municipal Facilities Management and/or Maintenance agencies utilizing Maximo® software</td>
<td>15</td>
</tr>
<tr>
<td>4</td>
<td>Methodology and Implementation Plan including schedule</td>
<td>15</td>
</tr>
<tr>
<td>6</td>
<td>Administrative Requirements</td>
<td>Pass/Fail</td>
</tr>
</tbody>
</table>

**Total** 100
2. Interviews and Short Listing

LAWA reserves the right to conduct interviews or to proceed without conducting interviews. The purpose of interviews, if conducted, would be to allow proposers the opportunity to clarify and expand upon aspects of their proposal. They also present an opportunity to evaluate key personnel and discuss issues of experience, performance, schedules, financial proposal, qualifications and quality.

LAWA reserves the right to interview only a short list of Proposers or to establish a short list of Proposers without conducting interviews. If LAWA elects to establish a short list among the proposers, LAWA reserves the right for the evaluation panel to determine the number of short-listed proposers during the evaluation process. If a shortlist is utilized, all evaluation criteria will be examined. Proposer(s) (either all or a short list) may be subsequently interviewed one or more times for final evaluation. Scores arising from any short listing process will not be carried forward to subsequent rounds or final scoring of the proposal/interview process.

3. Scoring

Scoring will be accomplished by using a “Must System.” Under this system, after evaluating all proposals, each member of the Evaluation Panel must award the maximum potential points designated for each evaluation category to at least one proposal that best demonstrates the criteria or requirements of that category. Each Evaluation Panel member, however, may also award the maximum potential points to other proposal(s) that, in the opinion of the Evaluation Panel member, demonstrate comparable quality in the category.

For the purposes of this RFP, the Proposed Hourly Rates will be scored based on the average of the Project Manager, Maintenance Planner/Scheduler, Business Technical Liaison, Asset Technical Lead, Logistics Technical Lead and Change Management Technical Lead positions submitted. The firm with the lowest average will receive the full 15 points and all other proposers receiving a proportional share of points in relation to the lowest average, and the differential between lowest and highest averages.

Once each Evaluation Panel member has completed scoring, the Evaluation Panel member’s scores will be converted to rankings (i.e. 1st, 2nd, 3rd, etc.). These rankings among Evaluation Panel members will then be averaged to determine the overall ranking by the Evaluation Panel.

4. Approval of Selection and Award of Contract

The final professional fees for the services will be determined during contract negotiations following the evaluation and selection process. If an agreement with a selected firm cannot be reached within 30 days, LAWA may, at its option, proceed to select another Proposer or extend the time to negotiate.
Once contract negotiations are completed, the selected Proposer will be required to enter into a contract agreement with LAWA. Any such contract will be subject to award by the Board. LAWA reserves the right to award a contract or contracts based on all or only a portion of the scope of work outlined in this RFP.

5. General RFP Conditions

a. All costs of preparation will be borne by the Proposers submitting the proposals. LAWA will not, in any event, be liable for any pre-contractual expenses incurred by the Proposer in the preparation and/or submission of the proposals. The proposals will not include any such expenses as part of its proposed cost.

b. The proposals must set forth accurate and complete information as required in this RFP. Proposals with unclear, incomplete, and/or inaccurate documentation may not be accepted nor reviewed.

c. LAWA reserves the right to withdraw this RFP at any time without prior notice. LAWA makes no representation that a contract will be awarded to any Proposer responding to this RFP.

d. Proposals will be reviewed and rated by LAWA as submitted. No changes or additions may be made by the Proposer after the submission deadline.

e. If Proposer knowingly and willfully submits false information or other data, such Proposer's proposal will be deemed nonresponsive and LAWA reserves the right to reject the proposal. If it is determined that a contract was awarded as a result of false information or other such data submitted in response to this RFP, LAWA reserves the right to terminate the contract.

f. LAWA reserves the right to request additional information or documentation and verify all or part of references provided by Proposers.

g. The City shall reserve the right to reject any and all bids or proposals and to waive any informality in the bid or proposal when to do so would be to the advantage of the City. The City may also reject the bid or proposal of any bidder or proposer who has previously failed to timely and satisfactorily perform any contract with the City.

VI. Instructions to Proposers

1. General Instructions

Potential Proposers should read, review and understand this RFP, all exhibits, attachments and any addenda issued. The contents of the proposal shall be complete in description, concise in volume, and austere in form.
LAWA must receive delivery of the Proposal package at the address specified on the cover page of this RFP no later than the Proposal Due Date and time specified on the cover page. Any submission received at the wrong location or after the exact time specified for receipt will not be considered.

Potential Proposers must submit a Proposal in binders, packaged together, in accordance with the instructions given in this RFP. LAWA will have complete ownership for all purposes of all submitted proposals.

Each Proposer must submit their proposal package in two parts:

Part A – The Proposal
Part B – The Administrative Requirements

2. Part A – The Proposal

The original documents of the Proposal must be marked "Original" on its front page or cover, must contain the original signatures and must be signed by a duly authorized representative(s) of the Proposer. Part A must also include one (1) original, and seven (7) copies of the Proposal, with the name and address of the Proposer in the upper left hand corner, and marked: "RFP for Facilities Management Consultant Services"

Each copy of the Part A must be printed double sided and contained in an 8½" x 11", 3-ring binder with tabbed dividers corresponding to the numbers delineating each section as described below. Proposers must also provide a complete editable electronic copy of the proposal and as an Adobe Portable Document Format (PDF) (single file) on a flash drive. Page limits include pictures, tables, figures, etc. Supplementary artwork, visual aids, past projects, and other extraneous materials will not be accepted, unless otherwise requested. Part A must contain no more than twenty (20) double-sided pages of a minimum of eleven (11) point type lettering. Failure to follow guidelines, including page limits, may prevent your proposal from being evaluated and removed from further consideration.

Part A shall consist of the following documents in the sequence shown below. A set of tabs to identify each element of Part A should be inserted to facilitate quick reference.

<table>
<thead>
<tr>
<th>Tab</th>
<th>Title</th>
<th>Maximum Pages</th>
<th>Included In Page Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Table of Contents</td>
<td>1</td>
<td>Not Included</td>
</tr>
<tr>
<td>2</td>
<td>Cover Letter and Authority to Propose</td>
<td>2</td>
<td>Not Included</td>
</tr>
<tr>
<td>3</td>
<td>Experience and Approach to Project Scope</td>
<td>8</td>
<td>Included</td>
</tr>
<tr>
<td>4</td>
<td>Experience and Capabilities of Project Manager</td>
<td>6</td>
<td>Included</td>
</tr>
<tr>
<td>5</td>
<td>Experience and Capabilities of Project Team</td>
<td>5</td>
<td>Included</td>
</tr>
<tr>
<td>6</td>
<td>Proposed Hourly Rates</td>
<td>1</td>
<td>Included</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>20</strong></td>
<td></td>
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</tbody>
</table>
Proposers must supply information concerning the overall approach to the project as detailed in this RFP and as specified below:

a. Table of Contents (1-page single sided maximum – not considered part of the text of Part A)

Each Proposer must include a Table of Contents identifying the various sections in the Proposal with separate tabs for each section. The Table of Contents is not considered as part of the text of the Proposal.

b. Cover / Transmittal Letter and Authority to Propose (2-page double sided maximum – not considered part of the text of Part A)

Each Proposer must submit with their Proposal a cover letter identifying the Proposer, entity to be contracted with, legal structure of that entity i.e. corporation, partnership etc., and the proposal package being submitted. The Proposer may include other important general information, which is deemed significant enough to be highlighted. An authorized representative/officer of the proposer, with legal authority to bind the corporation in contractual matters with LAWA, must sign the cover letter. The Proposer’s representative’s name, title, address, telephone number, and e-mail address should be identified.

c. Experience and Approach to Project Scope (8-page double sided maximum)

Proposers must describe their experience in the disciplines covered in the scope of work. Proposers should define the approach by identifying methods and investigation process used, and develop recommendations to resolve challenges. The Proposer should also describe their scheduling and staffing requirements to complete proposed Scope of Work. In addition, the Proposer must identify potential challenges which may occur during the implementation process and mitigation measures.

d. Experience and Capabilities of Project Manager (6-page double sided maximum)

Proposers must demonstrate that the Project Manager has a record of coordinating recent Facilities Management projects and managing the successful implementation of such projects, by providing three recent representative projects and references for each project. The reference(s) must have direct knowledge of the proposed Project Manager’s management. All references should include company name, contact person, title, address, telephone number and email address. LAWA, in its sole discretion, reserves the right to request additional references, to contact all references, and to request additional supporting information from the Proposer as LAWA deems necessary.

e. Experience and Capabilities of the Project Team (5-page double sided maximum)
Proposers must demonstrate that the Project Team, comprised of the Consultant(s) Firm, and Subconsultants, including Small Business Enterprise (SBE) partners, has a record of performing the proposed work disciplines related to Facilities Management Consultant Services. Maintenance Planner/Scheduler(s) and Business Technical Liaison(s) must demonstrate requisite experience.

This section must include an Organizational Chart that identifies responsibilities and reporting structure of key staff for the core services as currently envisioned over the project duration. Chart must include Project Manager, Maintenance Planner/ Scheduler(s), Business Technical Liaison(s), Asset Technical Lead, Logistics Technical Lead and Change Management Technical Lead positions.

LAWA, in its sole discretion, reserves the right to request additional references, to contact all references, and to request additional supporting information from the Proposer as LAWA deems necessary.

f. Proposed Hourly Rates (1-page double sided maximum)

Proposers must provide a breakdown of hourly rates, which are inclusive of the employee base hourly rate, direct labor cost, overhead rate, profit, and all other direct costs for all proposed team members. The rates for the following named positions must be included: Project Manager, Maintenance Planner/ Scheduler, Business Technical Liaison, Asset Technical Lead, Logistics Technical Lead and Change Management Technical Lead.

3. Part B – The Administrative Requirements

Part B should be in a separate binder and labeled: “Administrative Requirements.” The Administrative Requirements must contain the material, documents and signatures, which demonstrate that the Proposer satisfies the Administrative Requirements as described in Attachment B, of this RFP. The original documents of the Administrative Requirements must be marked "Original" on its front page or cover, must contain the original signatures and must be signed by a duly authorized representative(s) of the Proposer. If the Proposer is a corporation, the Proposal must have all signatures necessary to bind the corporation, alternatively, a current and valid incumbency certificate establishing the authority of the signing party(s) to bind the corporation. In addition, one (1) copy of the Administrative Requirements must be submitted in a separate package. The Administrative Requirements website can be located at: http://www.lawa.org/welcome_LAWA.aspx?id=540

4. Pre-Proposal Conference

A Pre-Proposal Conference is scheduled to explain the specific objectives, needs, and requirements of this RFP. Attendance is voluntary but highly encouraged of potential Consultants.
5. Submission Of Questions

All questions regarding this RFP should be clearly presented in writing and e-mailed to the RFP Administrator at fm-unit@lawa.org including “Question re: Facilities Management Consultant Services” in the subject line of the email. Questions will be processed in the order received. Only questions to explain the information and requirements in the RFP will be answered. There will be no telephone call support. Please see RFP cover page for submission deadline.

VII. Contract Award

LAWA intends to enter into a three-year Contract with the Proposer whose Proposal is deemed to be in the best interest of the City and the most advantageous to LAW. A.

VIII. Attachments

1. Additional Terms, Conditions, Disclaimers And Requirements

RFP Attachment A lists the Additional Terms, Conditions, Disclaimers and Requirements, which are binding on all Proposers.

2. Administrative Requirements

RFP Attachment B includes the forms necessary to complete Part B of the Proposal – Administrative Requirements.