



**SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
STAFF REPORT**

Item No.
15

Meeting Date: **MAY 3, 2012**

Subject:

Approve and Authorize the President/CEO to Execute Three On-Call Program Management and Support Services Agreements

Recommendation:

Adopt Resolution No. 2012-0051, approving and authorizing the President/CEO to execute an On-Call Program Management and Support Services Agreement with Kimley-Horn and Associates Inc., in an amount not-to-exceed \$18,000,000 for the first three years with the option for two, one-year extensions, in support of the Capital Improvement and Major Maintenance Programs, at San Diego International Airport.

Adopt Resolution No. 2012-0052, approving and authorizing the President/CEO to execute an On-Call Program Management and Support Services Agreement with Abadjis Systems, Ltd., in an amount not-to-exceed \$18,000,000 for the first three years with the option for two, one-year extensions, in support of the Capital Improvement and Major Maintenance Programs, at San Diego International Airport.

Adopt Resolution No. 2012-0053, approving and authorizing the President/CEO to execute an On-Call Program Management and Support Services Agreement with Jacobs Project Management Co., in an amount not-to-exceed \$18,000,000 for the first three years with the option for two, one-year extensions, in support of the Capital Improvement and Major Maintenance Programs, at San Diego International Airport.

Background/Justification:

Historically, the San Diego County Regional Airport Authority ("Authority") has maintained and improved facilities and infrastructure at San Diego International Airport ("SDIA") through its Capital Improvement and Major Maintenance Programs by augmenting Authority Staff utilizing a competitively-selected program management firm.

In order to improve the distribution of work and opportunity for multiple firms to participate in the Authority's Capital Improvement and Major Maintenance Programs, Authority Staff evaluated the use of both single and multiple program management firms in the performance of project management services. The Authority found that selecting multiple firms would provide the most cost-efficient and competitive environment. Furthermore, utilizing multiple project management firms will enhance the opportunity for increased local employment opportunities. This new approach of multiple consulting firms, instead of the former traditional single firm approach, will provide for an increase in overall team flexibility combined with competition between firms for proposed work. Additionally, the Authority is currently evaluating the conversion of select program

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management positions from program management consultants to Authority personnel. Hiring these long-term staff positions would reduce the amount paid to consultants, thereby reducing the Authority's program management costs.

On November 4, 2011, a Request for Qualifications ("RFQ") was issued to obtain Statements of Qualifications ("SOQ") from qualified firms to provide On-Call Program Management and Support Services for the Authority. A Selection Panel ("Panel") was established which included key representatives from the Authority's Development Division, Planning and Operations Division, and Facilities Management Department, together with representatives from University of California San Diego Facilities Design & Construction Department and SANDAG.

On December 9, 2011, the Authority received 15 SOQs from prospective consultant firms. The Panel conducted a thorough review of the SOQs and determined that seven firms were uniquely qualified to perform the requested On-Call Services.

The SOQ Scoring Criteria used to short-list qualified firms was based on general information, structure of firm, experience and qualifications, understanding of services and capability to respond to task requirements, small business participation, project history, and related work.

The Panel then interviewed and ranked the short-listed firms as follows:

1. Kimley-Horn & Associates, Inc.
2. Abadjis Systems, Ltd.
3. Jacobs Project Management Co.
4. URS Corp.
5. AB Engineering, Inc.
6. Hatch Mott MacDonald
7. Faithful Gould

The evaluation criteria used to rank the qualified short-listed firms was based on understanding and approach to on-call program management services, relevant team experience, qualifications and availability of team to produce and deliver project assignments on schedule and within budget, ability to rapidly respond to the Authority's request for architectural and engineering services, organization and effectiveness of presentation, ability to implement cost control and administrative services, management of airport construction projects, and ancillary services.

**SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
ON-CALL PROGRAM MANAGEMENT AND SUPPORT SERVICES**

EVALUATION CRITERIA	TOTAL COMBINED POINTS POSSIBLE							
		*Abadjis Systems , Ltd.	Jacobs	*AB Engineering Inc.	Kimley- Horn	URS Corp.	Faithful Gould	Hatch Mott Mac
1. Experience and qualifications of firm and proposed personnel.	1250	1025	1025	862.5	1087.5	937.5	875	925
2. Understanding of on-call program management services and firm's proposed approach to providing those services.	1000	800	760	750	810	730	700	640
3. Ability to quickly provide experienced, capable, and knowledgeable staff to meet the airport's needs.	1000	780	770	710	770	750	700	680
4. Ability to provide architectural and engineering services in response to specific Task Authorizations.	1000	770	860	720	810	790	660	700
5. Organization and effectiveness of presentation.	750	555	517.5	555	622.5	525	435	525
SUBTOTAL	5000	3930	3932.5	3597.5	4100	3732.5	3370	3470
6. Supplementary Answers to Questions Related to Evaluation Criteria	5000	3877.5	3860	3627.5	4095	3602.5	2940	3380
PANELS' TOTAL COMBINED SCORES	10000	7807.5	7792.5	7225	8195	7335	6310	6850
FINAL RANK		2	3	5	1	4	7	6

*Certified Small Business

The top three firms selected by the Panel were Kimley-Horn & Associates, Inc., Abadjis Systems, Ltd., and Jacobs Project Management Co. A brief background of these firms is provided:

Kimley-Horn and Associates, Inc.

Kimley-Horn and Associates, Inc. has been in business since 1967, and has cultivated a primary practice and specialization in the aviation industry. The firm has more than 1,500 employees in 62 offices nationwide. Kimley-Horn has a large resource base in San Diego, just minutes from SDIA.

Kimley-Horn's twelve years of experience at SDIA includes providing airfield planning, engineering and construction phase services. Some projects include Resurface Runway 9/27 and Taxiway B, Airfield Lighting and Signage Replacement and New Runway Guard Light System, Taxiway C Reconstruction, North Side Development Program, West Apron Study – Terminal 2 and On-Call Airfield Engineering Consultant Services.

Abadjis Systems, Ltd.

Abadjis Systems, Ltd. is a certified small business founded in 1991 in San Diego, California, to provide program management services to the aviation community. Abadjis Systems, Ltd. has provided program management services to SDIA since 1995. Its first assignment was as Airlines Technical Representative for the Airlines Reallocation Program for Terminal 1 (East Terminal). The company's most current assignment, as a sub-consultant to AECOM, is to provide program and project management services for the Authority's Capital Improvement (CIP) and Terminal Development ("Green Build") Programs.

Jacobs Project Management, Inc.

Jacobs Project Management Company is one of the largest and most diverse providers of professional technical services. The company has more than 21,000 employees world-wide. Jacobs has a San Diego office located in Liberty Station.

Jacobs currently has an agreement with the Authority's Facilities Management Department (FMD) to provide Life Cycle Facility Asset Management. The goal is to assist the Authority with fully integrating capital investment strategies and decision-making into an airport-wide life cycle, total cost of ownership approach.

Upon approval by the Board, Authority Staff ("Staff") will negotiate the scope of work and billing rates with each of the three top-rated firms. If Staff cannot reach an agreement with one or more of the firms, Staff will then enter into negotiations with the next ranked firm(s). Under the proposed resolution the President/CEO would then have the authority to award an agreement to the next ranked firm(s) and establish an agreement with that firm(s).

Due to unanticipated needs and possible changes to the Capital Improvement and Major Maintenance programs in future years, staff is recommending funding for only the first three years of the proposed agreements. Should the Authority choose to exercise the options for the fourth and/or fifty years of the agreements, staff will return to the Board to seek additional funding, if necessary.

Fiscal Impact:

The Authority's CIP and TDP program budget will utilize various sources of funding including, but not limited to, Federal Entitlement and Discretionary Grants, Passenger Facility Charges, Commercial Paper, and General Airport Revenue Bonds. These sources are expected to be utilized predominantly during the periods of FY2012 through FY2015. Upon completion of the Green Build, additional revenue opportunities are expected to materialize from increased terminal and concession spaces.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

- Community Strategy
 Customer Strategy
 Employee Strategy
 Financial Strategy
 Operations Strategy

Environmental Review:

- A. This Board action, as an administration action, is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act (CEQA), 14 Cal. Code Regs. Section 15378. This Board action is not a "project" subject to CEQA. Pub. Res. Code Section 21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act, Pub. Res. Code Section 30106.

Equal Opportunity Program:

The Authority's small business program promotes the utilization of small, local, disadvantaged, and other business enterprises, on all contracts, to provide equal opportunity for qualified firms. By providing education programs, making resources available, and communication through effective outreach, the Authority strives for diversity in all contracting opportunities.

The Authority has a Disadvantaged Business Enterprises ("DBE") Plan as required by the Department of Transportation, 49 CFR Part 26. The DBE Plan calls for the Authority to submit an annual overall goal for DBE participation on all federally funded projects.

This program uses federal funds; therefore it will be applied toward the Authority's overall DBE goal. None of the proposed firms are DBEs. However, all three firms have committed to making sub-participation opportunities available to DBE firms.

Prepared by:

IRAJ GHAEMI
DIRECTOR, FACILITIES DEVELOPMENT

RESOLUTION NO. 2012-0051

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE AN ON-CALL PROGRAM MANAGEMENT AND SUPPORT SERVICES AGREEMENT WITH KIMLEY-HORN AND ASSOCIATES, INC., IN AN AMOUNT NOT-TO-EXCEED \$18,000,000 FOR THE FIRST THREE YEARS WITH THE OPTION FOR TWO, ONE-YEAR EXTENSIONS, IN SUPPORT OF THE CAPITAL IMPROVEMENT AND MAJOR MAINTENANCE PROGRAMS, AT SAN DIEGO INTERNATIONAL AIRPORT

WHEREAS, the San Diego County Regional Airport Authority ("Authority") has maintained and improved facilities and infrastructure, at San Diego International Airport ("SDIA") through its Capital Improvement and Major Maintenance Programs by augmenting Authority Staff utilizing a competitively selected program management firm; and

WHEREAS, in order to improve the distribution of work and opportunity for multiple firms to participate in the Authority's Capital Improvement and Major Maintenance Programs, Authority Staff evaluated the use of single and multiple program management firms in the performance of project management services. The Authority found that selecting multiple firms would provide the most cost-efficient and competitive environment; and

WHEREAS, utilizing multiple project management firms will enhance the opportunity for increased local employment opportunities. This new approach of multiple consulting firms instead of the former traditional single firm approach, will provide for an increase in overall team flexibility combined with competition, between firms, for proposed work; and

WHEREAS, the Authority is currently evaluating the conversion of select program management positions from existing consultants to Authority personnel. Hiring these long-term staff positions would reduce the amount paid to consultants, thereby reducing the Authority's program management costs; and

WHEREAS, on November 4, 2011, a Request for Qualifications ("RFQ") was issued to obtain Statements of Qualifications ("SOQ") from qualified firms to provide On-Call Program Management and Support Services for the Authority; and

WHEREAS, on December 9, 2011, the Authority received fifteen SOQs from prospective consultant firm; and

WHEREAS, a Selection Panel ("Panel") comprised of key representatives from the Authority's Development Division, Planning and Operations Division, and Facilities Management Department, together with representatives from University of California San Diego Facilities Design & Construction Department and SANDAG conducted a thorough review of the SOQs and determined that seven firms were uniquely qualified to perform the requested On-Call Services; and

WHEREAS, the SOQ Scoring Criteria used to short-list qualified firms was based on general information, structure of firm, experience and qualifications, understanding of services and capability to respond to task requirements, small business participation, project history, and related work; and

WHEREAS, the Panel interviewed and ranked the seven short-listed terms; and

WHEREAS, the Evaluation Criteria used to rank the qualified short-listed firms was based on understanding and approach to on-call program management services, relevant team experience, qualifications and availability of team to produce and deliver project assignments on schedule and within budget, ability to rapidly respond to the Authority's request for architectural and engineering services, organization and effectiveness of presentation, ability to implement cost control and administrative services, management of airport construction projects, and ancillary services; and

WHEREAS, the top three firms selected by the Panel were Kimley-Horn and Associates, Inc., Abadjis Systems, Ltd., and Jacobs Program Management Company; and

WHEREAS, in order to enter into On-Call Program Management and Support Services Agreements with the top three ranked firms, Authority Staff ("Staff") will negotiate the scope of work and billing rates with each firm. If Staff cannot reach an agreement with one or more of the top three ranked firms, Staff will then enter into negotiations with the next ranked firm(s) and establish an agreement(s) with that firm(s).

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves and authorizes the President/CEO to execute an On-Call Program Management and Support Services Agreement, with Kimley-Horn and Associates, Inc., in an amount not-to-exceed \$18,000,000 for the first three years with the option for two one-year extensions, in support of the Capital Improvement and Major Maintenance Programs, at SDIA;

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BE IT FURTHER RESOLVED that the Board authorizes the President/CEO to negotiate with, and execute an agreement with the next highest ranked firm(s) if agreement cannot be reached with one or more of the three highest ranked firms wherein such agreement shall be for three years with the option for two one-year extensions and an amount not-to-exceed \$18,000,000; and

BE IT FURTHER RESOLVED that the San Diego County Regional Airport Authority Board ("Board") finds that this Board action, is an administrative action, and is not a "project" that would have a significant effect on the environment as defined by the California Environmental Quality Act (CEQA), as amended, 14 Cal. Code Regs. Section 15378; and this Board action is not a "project" subject to CEQA. Pub. Res. Code Section 21065, and is not a "development" as defined by the California Coastal Act Pub. Res. Code Section 30106.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a regular meeting this 3rd day of May, 2012, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

BRETON K. LOBNER
GENERAL COUNSEL

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RESOLUTION NO. 2012-0052

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE AN ON-CALL PROGRAM MANAGEMENT AND SUPPORT SERVICES AGREEMENT WITH ABADJIS SYSTEMS, LTD. IN AN AMOUNT NOT-TO-EXCEED \$18,000,000 FOR THE FIRST THREE YEARS, WITH THE OPTION FOR TWO, ONE-YEAR EXTENSIONS, IN SUPPORT OF THE CAPITAL IMPROVEMENT AND MAJOR MAINTENANCE PROGRAMS, AT SAN DIEGO INTERNATIONAL AIRPORT

WHEREAS, the San Diego County Regional Airport Authority ("Authority") has maintained and improved facilities and infrastructure, at San Diego International Airport ("SDIA") through its Capital Improvement and Major Maintenance Programs by augmenting Authority Staff utilizing a competitively selected program management firm; and

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WHEREAS, utilizing multiple project management firms will enhance the opportunity for increased local employment opportunities. This new approach, of multiple consulting firms instead of the former traditional single firm approach will provide for an increase in overall team flexibility combined with competition, between firms, for proposed work; and

WHEREAS, the Authority is currently evaluating the conversion of select program management positions from existing consultants to Authority personnel. Hiring these long-term staff positions would reduce the amount paid to consultants, thereby reducing the Authority's program management costs; and

WHEREAS, on November 4, 2011, a Request for Qualifications ("RFQ") was issued to obtain Statements of Qualifications ("SOQ") from qualified firms to provide On-Call Program Management and Support Services for the Authority; and

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WHEREAS, on December 9, 2011, the Authority received fifteen SOQs from prospective consultant firms; and

WHEREAS, a Selection Panel ("Panel") comprised of key representatives from the Authority's Development Division, Planning and Operations Division, and Facilities Management Department, together with representatives from University of California San Diego Facilities Design & Construction Department, and SANDAG, conducted a thorough review of the SOQs and determined that seven firms were uniquely qualified to perform the requested On-Call Services; and

WHEREAS, the SOQ Scoring Criteria used to short-list qualified firms was based on general information, structure of firm, experience and qualifications, understanding of services and capability to respond to task requirements, small business participation, project history, and related work; and

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BE IT FURTHER RESOLVED that the Board authorizes the President/CEO to negotiate with, and execute an agreement with the next highest ranked firm(s) if agreement cannot be reached with one or more of the three highest ranked firms wherein such agreement shall be for three years with the option for two one-year extensions and an amount not-to-exceed \$18,000,000; and

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TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

BRETON K. LOBNER
GENERAL COUNSEL

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RESOLUTION NO. 2012-0053

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE AN ON-CALL PROGRAM MANAGEMENT AND SUPPORT SERVICES AGREEMENT WITH JACOBS PROJECT MANAGEMENT CO., IN AN AMOUNT NOT-TO-EXCEED \$18,000,000 FOR THE FIRST THREE YEARS WITH THE OPTION FOR TWO, ONE-YEAR EXTENSIONS, IN SUPPORT OF THE CAPITAL IMPROVEMENT AND MAJOR MAINTENANCE PROGRAMS, AT SAN DIEGO INTERNATIONAL AIRPORT

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ATTEST:

TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

BRETON K. LOBNER
GENERAL COUNSEL

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SAN DIEGO
INTERNATIONAL
AIRPORT

Program Management/Construction Management (PM/CM) Consultants Selection and Funding Authorization for The Capital Improvement Program

SDCRAA BOARD MEETING

May 3, 2012

Presented by: Iraj Ghaemi, Director, Facilities Development
Jana Vargas, Director, Procurement

Authority Program Management History:

- 2003 to 2012
 - Inherited Port Staff Augmentation Program in 1998
 - Single Program Management Company
- 2012 Forward
 - Replace Single Firm Concept with Multiple Firms (3)
 - Multiple Firms will Provide Competition
 - Ability to Choose the Best Talent Among the Awardees
 - Maximize the use of Small Business and Local Participation
 - Provides Maximum Flexibility for the Authority

Concept of Program Management:

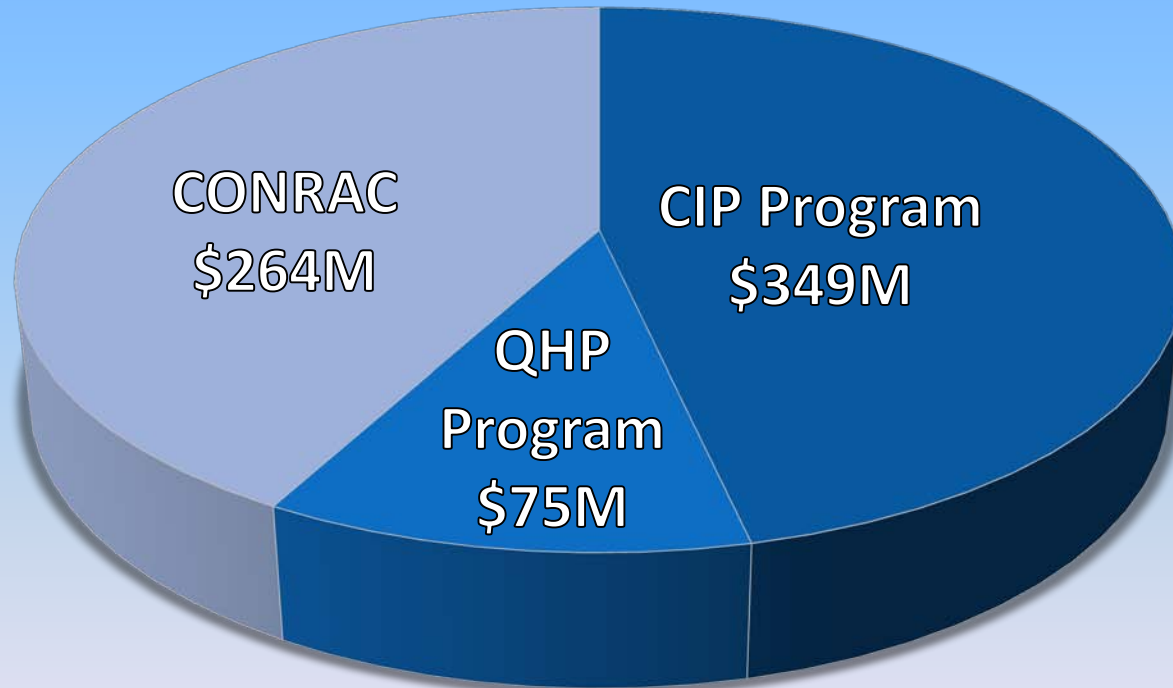
- Maintain Authority Core Staff
- Staff Augmentation
- Provide Maximum Staffing Flexibility
- Access to Diverse Technical Resources
- Most Cost Effective Approach to Program Management

Staff Augmentation Examples:

- Program Managers
- Project Managers
- Construction Managers
- Project Engineers and Architects
- Program Control and Reporting Specialists
- Communication/IT Systems Specialists
- Jetway Specialists
- Security System Specialists
- Baggage Handling System Specialists
- Cost Estimators
- Schedulers
- Accounting Specialists
- Document Control Specialists
- Inspectors

FORCASTED PROGRAM BUDGETS FY2013 - 2017

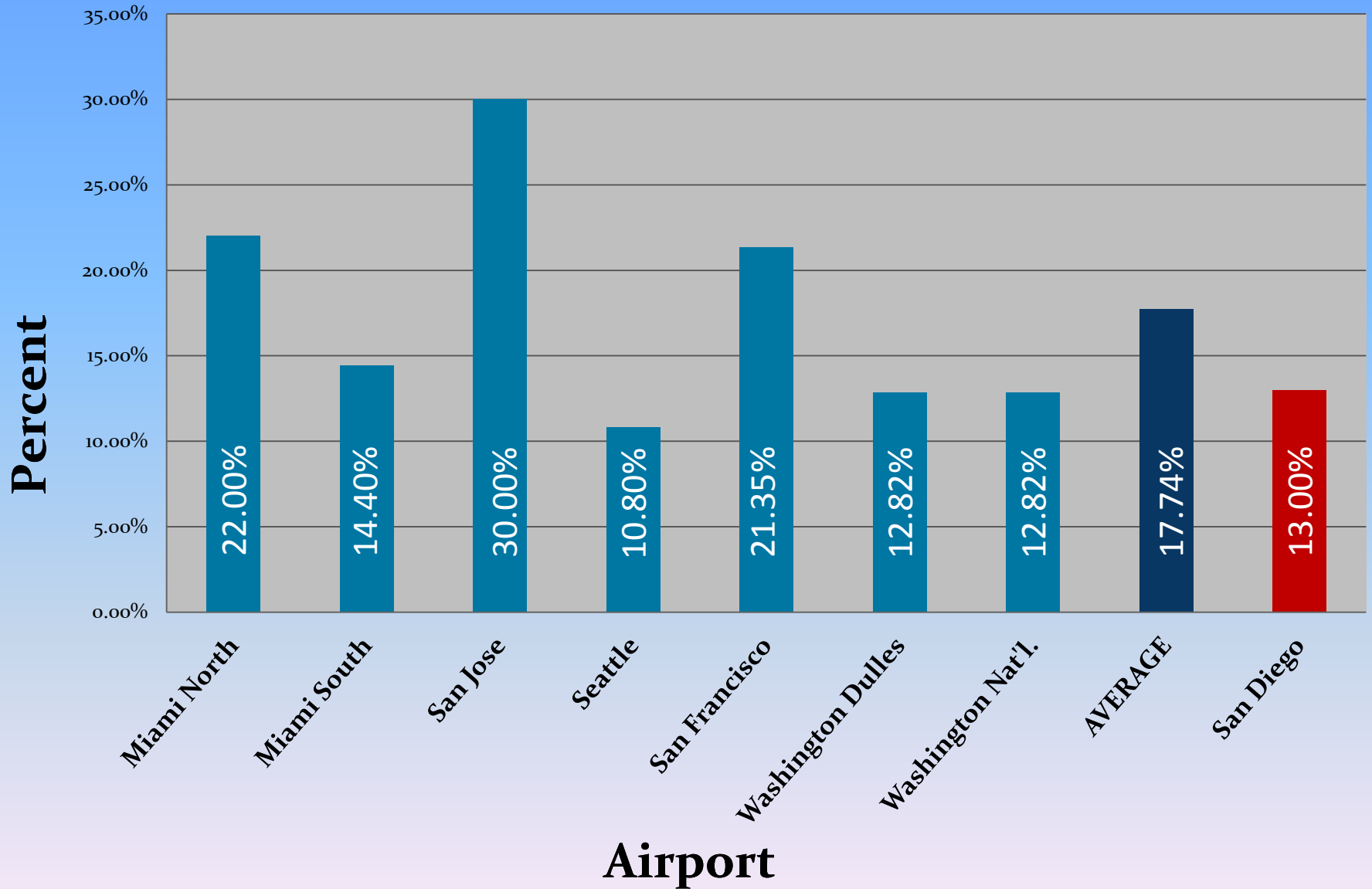
TOTAL PROGRAM BUDGET - \$688M



Projected Program Management Requirements:

- 5 Year Program Management Needs (13% of \$688 Million):
\$90 Million
- Program Management Cost Included in \$688 Million CIP Program
- First 3 Year Program Management Funding Requirement:
\$54 Million

PM/CM % of Program



Program Management Selection Process:

- Request For Qualifications (RFQ)
- 3 Year Contract with 2 One-Year Options
- Small Business Preference Policy 5.12
- 15 Proposals Received
- 2 Step Process; Short-list and Interviews
- Selected 7 Firms for Interviews
- Of 15 Proposals there were 5 small firms, 2 were interviewed, and 1 was selected
- Top 3 Firms Selected

RFQ – Evaluation Criteria

Criteria	Score	Weighting %
Experience and qualifications of firm and proposed personnel	0 - 10	25%
Understanding of on-call program management services and firm's proposed approach to providing those services	0 - 10	20%
Ability to quickly provide experienced, capable and knowledgeable staff to meet the Airport's needs	0 - 10	20%
Ability to provide architectural and engineering services in response to specific Task Authorizations	0 - 10	20%
Organization and effectiveness of presentation	0 - 10	15%
Subtotal for Evaluation Criteria		100%

RFQ – Evaluation Questions

Question	Score	Weighting %
Please describe the successes and challenges that your firm has had in providing on-call program management services; what has worked; what has not worked?	0 - 10	15%
During the term of this contract, the Authority will issue Personal Authorizations to your firm to add staff. How does your firm plan to meet the Authority's staffing needs: a) transfer existing staff, or b) add sub-consultants, or c) recruit for new staff?	0 - 10	15%
What do you see as the major challenges in completing the upcoming projects planned for the San Diego Airport during project: 1) Planning 2) Design 3) Bidding 4) construction	0 - 10	20%
Please describe you teams specialized airport engineering and architectural knowledge that could provide expert assistance to the San Diego Airport	0 - 10	15%
Please describe how construction on the airfield at San Diego is affected by the single runway, few taxiways, limited runway safety area, noise curfew, etc...	0 - 10	15%
Scenario Question: A new project is planned for Terminal 1 which will include replacement of a portion of the apron and replacement of a portion of the terminal building and one jet bridge. How would your team approach establishing the project definition, bringing the project team and sponsor together, and establishing the project budget and schedule?	0 - 10	20%
Subtotal for Evaluation Questions		100%

RFQ Evaluation Panel

Five Panelists:

- Vice President, Planning and Operations
- Director, Facilities Management
- Manager, Facilities Development
- Vice President of Construction – University of California, San Diego
- Deputy Director, Engineering Services – County of San Diego

Staff Recommendations for Board Action:

- Authorize President/CEO to Award 3 On-Call Program Management and Support Services Agreements; Each with a Term of 3 Years with Option for 2 One-Year Extensions:
 - Abadjis Systems, Ltd.
Not-To-Exceed Value of \$18 Million for the First 3 Years
 - Kimley-Horn and Associates Inc.
Not-To-Exceed Value of \$18 Million for the First 3 Years
 - Jacobs Project Management, Inc.
Not-To-Exceed Value of \$18 Million for the First 3 Years
- Why “Not-To-Exceed”?
 - Provides Capacity, Not Commitment
 - Each Individual Contract/Task will be Negotiated Based on Qualification and Cost
 - Maximum Flexibility Based on Performance

Questions

???