

**LOS ANGELES WORLD AIRPORTS (LAWA) Evaluation Guidelines for
Request for Proposals, Request for Qualifications and other Competitive Solicitations**

APPROVAL AND REVISION HISTORY:

DATE	TITLE	VERSION	ADOPTED BY	NOTES/ATTACHMENTS

INTRODUCTION:

Each year, Los Angeles World Airports (LAWA) spends approximately \$500,000,000 on contracts with external vendors and supports close to 50,000 jobs at the LAX and VNY airports. It is LAWA’s policy to leverage this economic impact to maximize opportunity for diverse, small, local, disabled veteran, and disadvantaged businesses and local workers. By emphasizing the inclusion of these stakeholders in contracting opportunities, LAWA endeavors to increase equity and reflect the communities it serves.

The Inclusivity Scoring and Evaluation Policy builds on longstanding LAWA Business Enterprise Inclusion Programs by challenging proposing firms to create business and job opportunities in response to each competitive procurement.

PURPOSE:

1. Leverage market incentives during competitive procurements to maximize proposer innovation and commitment to inclusivity requirements.
2. Ensure that inclusivity is considered as part of all LAWA competitive procurements.
3. Provide guidance for LAWA and its procuring divisions to score and evaluate inclusivity performance and inclusivity proposals.
4. Standardize, as appropriate, proposal submittals and inclusivity proposal evaluation process.
5. Ensure strong enforcement of inclusivity by integrating proposal commitments into contracts.

OVERVIEW

This scoring and evaluation guidelines policy does the following:

1. Requires that nearly all LAWA competitive procurements use inclusivity as a scored criterion worth at least 10% of the available score, creating an incentive for proposers to comprehensively address inclusivity in their proposals.
2. Defines how guidelines are applied in different types of competitive solicitations.
3. Sets forth the process by which past performance and prospective future performance (i.e. inclusivity proposals) are assessed, including which documents and submittals are reviewed in assessing inclusivity performance.
4. Establishes the requirement to integrate inclusivity proposal commitments into contracts resulting from competitive solicitations.
5. Defines LAWA divisions' roles and responsibilities for implementation and enforcement.

SCOPE

The scoring and evaluation guidelines apply to competitive solicitations as follows:

1. The scoring and evaluation guidelines apply to all *qualifications-based solicitations*, including capital program and professional services solicitations
2. The scoring and evaluation guidelines *do not* apply to solicitations in which LAWA is prohibited from using criteria not set forth in federal guidelines, or wherein price is the only criterion (i.e. low-bid). In these cases, other elements of the inclusivity guidelines may be incorporated into the solicitation documents, such as the required submittal of inclusivity plans with hard bids or the application of the Local Business Priority Program (LBPP)
3. The requirement to establish and abide by inclusivity commitments, including the integration of business and workforce proposal commitments, *will* apply to nearly all competitive solicitations, including those in which federal regulations or low-bid solicitations circumscribe the application of additional scoring criteria.

Points of Contact

Procurement Services Division (PSD), in partnership with the Business, Jobs & Social Responsibility Division (BJSR), will be the lead in setting administrative and business enterprise (BE) minimum requirements and reviewing submitted administrative and business enterprise documents.

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BJSR will be the primary technical support to LAWA divisions, assisting in developing inclusivity language for solicitation documents and providing tools and support for LAWA divisions reviewing inclusivity proposals submitted by proposers, as requested and as capacity permits.

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Proposal Evaluation Procedures:

1. Content of Solicitation Documents:

Solicitation documents released by LAWA should include the scope of services and desired results for the project, evaluation criteria, criteria weights, other project requirements, and administrative requirements (collectively, "Solicitation Documents").

The Requesting Division managing the project is responsible for preparation of the scope of services, evaluation criteria and criteria weights (subject to the minimum 10% inclusivity requirements set for all

applicable LAWA contracts), and other project requirements.

PSD determines the administrative requirements for Solicitation Documents, including thminimum business enterprise program inclusivity requirements for the project.

Solicitation Documents released for responses must contain evaluation criteria within the document. PSD will review all completed Solicitation Documents to ensure that evaluation criteria are included in the documents prior to uploading them to the City of Los Angeles Business Assistance Virtual Network (“LABAVN”) internet website, or otherwise distributing them. Except as draft Solicitation Documents issued only for public comment, finalized Solicitation Documents that do not contain the weighted evaluation criteria cannot be released and will be returned to the Requesting Division for revision.

2. Inclusivity as Part of Evaluation Criteria

The objective of the policy is to leverage market incentives in procurements to elicit contractor commitment to effective inclusivity strategies. These guidelines are designed to ensure the fair and consistent application of the evaluation processes as well as to provide clear documentation of the selection process when seeking a responsible Proposer that is most advantageous to the City of Los Angeles (“City”)(pursuant to Los Angeles Administrative Code Sec.10.15 and, when applicable, the Code of Federal Regulations (14CFR 1273 et seq.)

LAWA shall consider and apply the guidelines in the context of the applicable RFP, RFQ, and other similar solicitation documents or amendments and addenda thereto (“Solicitation Documents”), with the exception of any documents using the design–bid–build (“low–bid”) process. In the event of a potential or actual conflict between the Guidelines and Solicitation Documents, the terms of the Solicitation Documents provided to the Proposers shall govern the evaluation process. Any RFQ or RFP that will result in a contract awarded by the Board of Airport Commissioners should

contain inclusivity as an evaluation criterion. It is recommended that the inclusivity criteria be weighted at no less than 10% of the total maximum evaluation points stated in the RFQ and RFP. Even if there are no BE requirements for a project, there is the possibility that inclusivity may be included in the evaluation of proposals.

If a proposer chooses to commit to business enterprise utilization rates in excess of the minimum levels set by the PSD, LAWA shall evaluate proposers' commitment(s) to determine credibility. Commitments exceeding the minimum required levels must be supported by proposer's subcontractor utilization plan, identifying proposal-listed subcontractors to be utilized at rates consistent with the higher commitment and available project scope.

2.a. Evaluation of Inclusivity in Requests for Qualifications

An assessment of the Proposer's previous BE and, if applicable, local workforce performance should be used for the RFQ evaluation. The RFQ should request from each Proposer the BE and local workforce utilization performance for no fewer than three (3) of their most recent projects at LAWA or other comparable projects, preferably public works in the Los Angeles area and preferably the same projects being submitted for technical consideration. As is noted below, if the information is provided from a non-LAWA project, LAWA reserves the right to request a reference from the cited project and to seek confirmation of the information the proposer provides.

If the Proposer does not have past experience within the local area, they shall provide the required information for three (3) comparable projects outside the area. Comparability shall be determined by LAWA based on factors including project size and value, scope of work, project type, and project delivery method.

For projects over \$50 million in value, or on smaller projects as requested by procuring divisions, BJSR will verify data from non-LAWA projects with public or private owners. Many public agencies that have BE and workforce utilization requirements make this data available to the public.

For LAWA projects, PSD will provide past BE utilization performance data and the Project Labor Agreement Administrator can provide past craft workforce utilization performance data for LAWA construction projects.

On NON RFB construction projects, BE utilization performance and workforce utilization should each be allocated 50% of the available past performance inclusivity points. BE utilization and workforce utilization will be evaluated respectively on the following thresholds:

- 100 percent: Exceeded utilization requirement
- 80 percent: Met utilization requirement OR
Contractor provided an explanation (supported by task orders) approved by the Board of Airport Commissioners (“BOAC”) or Chief Executive Officer (or designee)(“CEO”) which justified their not meeting the requirement and has complied with reporting instructions.
- 60 percent: Did not meet their utilization requirements but was between 80–99% of the requirement and complied with reporting instructions.
- 40 percent: Did not meet their utilization requirements but was between 70–79% of the requirement and complied with reporting instructions.
- 20 percent: Did not meet their utilization requirements but was between 60–69% of the requirement and complied with reporting instructions.
- 0 percent: Did not meet their utilization requirement and their performance is 59% or less of the requirement and/or failed to comply with reporting instructions.

The BE utilization scores are averaged and added to the average of the workforce utilization scores. This will be the percentage of the total inclusivity points given to the proposer in the RFQ evaluation.

2.b. Evaluation of Inclusivity in Requests for Proposals

Each RFP will list the required BE requirements and, for construction projects, will also contain local workforce requirements. In order to encourage more competitive inclusivity proposals, LAWA will give the maximum points to the proposal with the highest inclusivity score. All other proposers will be allocated a prorated percentage of the maximum points based on the ranked score of their inclusivity proposal.

LAWA shall integrate the winning proposal's inclusivity commitments, including utilization of proposal-listed subcontractors and suppliers, into the subsequently awarded contract.

Final utilization rates will be determined based on the actual value of the work performed.

2.b.1. Requests for Proposals – Construction Services Inclusivity Plan

LAWA has standardized its inclusivity submittal requirements in RFP's for construction services. These are detailed in the attached *EXHIBIT A*.

In construction projects, workforce and BE sections of the proposal are each valued at 40% of the total inclusivity score.

Proposers may earn the remaining 20% of the total inclusivity score for robust and innovative inclusivity commitments presented in the proposed Inclusivity Plan.

LAWA's CEO may approve any exceptions to this requirement at the time the RFP is approved for release.

2.b.2. Requests for Proposals – Design and Professional Services

LAWA standardized its inclusivity submittal requirements in RFP's for design and professional services. These are detailed in the attached ***EXHIBIT A***.

Given the nature of professional and on-call services subcontracting, professional services contractors shall maintain records of change orders and LAWА directives that may affect their ability to achieve subcontracting participation commitments.

Contractors must notify their contract administrators at the earliest time they become aware of challenges to meeting subcontracting commitments and pro-actively work with LAWА staff to develop recovery plans and/or negotiate requested modifications to the commitments for LAWА CEO or designee review/approval.

LAWА divisions may request support from PSD and BJSR to work with contractor in developing recovery plans and setting appropriate task-order based business inclusion requirements.

Proposal commitments, including utilization of proposal-listed subcontractors and suppliers, shall be integrated into the subsequently awarded contract.

Final utilization rates will be determined based on the actual value of the work performed.

Contractors providing on-call services shall not receive lower performance scores at closeout for not meeting the business inclusion requirements if the issuance of task orders by LAWА did not permit utilization as planned, if the contractor has worked with LAWА to attempt to remediate within the available work, and if these efforts are documented.

2.c. Requests for Proposal – Airport Concessions Disadvantaged Business Enterprise (ACDBE)

For Concessions using ACDBE race-conscious goals, the bidder has to meet the goal or demonstrate good faith efforts (GFEs) to be considered responsive. Bidders deemed non-responsive will not be evaluated, and will be rejected.

A bidder who has met or exceeded the goal, or made GFEs will not be given additional points during the evaluation process. Part 23 of the ACDBE Rules and regulations prohibit assigning extra points to ACDBE firms. There can be no local preference, and a firm must be certified at the time of bid to count towards an ACDBE goal. LAWA will seek ACDBE participation in all types of concession activities, rather than concentrating participation in one category or a few categories to the exclusion of others.

Administration

1. Appointment of a Contract Administrator:

The Requesting Division Manager should appoint a Contract Administrator to be responsible for the following activities:

- Prepare and release Solicitation Documents; including coordination with PSD to establish the minimum required business utilization requirements consistent with the proposed project scope;
- Requesting assistance from the BJSR division if the procuring division requires additional guidance regarding the development of scope/project-appropriate inclusivity provisions
- Manage receipt and pre-screening of responses;
- Coordinate and schedule the Technical Review, if contemplated, the Evaluation Panel review, selection and documentation; and,
- Records management, distribution and retention. See [LAWA's Records Retention Manual](#).

2. **Appointment of an Evaluation Panel:**

A panel to evaluate and score the responses should be recommended by the Requesting Division Manager and submitted to the CEO or their designee for approval. The Panel should consist of at least one Deputy Executive Director, unless otherwise approved by the CEO and additional members as deemed appropriate. The size of the Panel should be based on such recommendation and depend on the nature of the work being proposed. The use of multidivisional panel members and other City employees is encouraged when appropriate. If there is a need for more technically qualified panelists, participation by other City Departments and other government agencies is permissible. Private industry panelists are also permissible but only in unusual circumstances and after a thorough conflict check is performed.

The **Evaluation Panel** will be responsible for reviewing responses, interviewing and evaluating the applicants and making a recommendation of award to the CEO or Interim CEO by doing the following:

- Complying with LAWA's [Code of Ethics and Conflict Of Interest Policy](#);
- Understanding the scope of work requested and the desired results of the project;
- Reviewing the Solicitation Documents prior to evaluation;
- Reviewing and evaluating all eligible or short-listed responses and preparing rating sheets based on the weights and rating criteria as published in the Solicitation Documents;
- Consulting with subject matter experts on technical matters within the project scope
- Consulting with Inclusivity staff to evaluate Inclusivity Proposal submittals, as needed, and
- If deemed warranted by the Panel, conducting oral interviews of finalists and preparing rating sheets.

Technical Evaluation Panel

- Depending on the complexity and scope of a project, a technical review panel to help evaluate the responses may be recommended by the Division Manager and submitted to CEO or their designee for approval. The size of the Panel should be based on such recommendation and depend on the nature of the work being proposed. The use of multidivisional panel members and other City employees is encouraged when appropriate. If there is a need for more technically qualified panelists, participation by other City Departments, other government agencies or private industry is permissible after a thorough conflict check is performed
- On large and/or complex procurements, LAWA Inclusivity staff from BJSR, PSD, and the Project Labor Administrator should be utilized to review Inclusivity Proposals
- Technical Panel members shall also comply with LAWA's [Code of Ethics and Conflict Of Interest Policy](#).

After scoring, The **Contract Administrator** will be responsible for the following:

- Tabulating and preparing recommendation of award based on the ranking determined by scores from the evaluations of the written response and any oral interviews conducted;
- Documenting the evaluation process and preparing the master file;
- Preparing the draft report to the BOAC for review by the Deputy Executive Director and the CEO, who then make a recommendation to award the contract, if appropriate;
- Issuing the Notice of Intent to Recommend Award to all Proposers; and
- Overseeing the administration of the protest period. (With the exception of certain limited Administrative Code requirements, until the contract negotiations are completed and the CEO authorizes a recommendation to BOAC and the notification to all Proposers, the selection process is treated by LAWA as confidential. Once the

Notice of Intent to Recommend Award is issued and the protest period commences, documents will be made public pursuant to the California Public Records Act.)

3. Evaluation Process:

All response reviews and documentation should adhere to the following process or, to the extent not adhered to, record the rationale for deviations from the process:

- ADMINISTRATIVE COMPLIANCE REVIEW – RESPONSIVENESS AND RESPONSIBILITY: The Contract Administrator should perform a “pre-screening” of each response to assess whether or not all required information was received, which includes documentation to substantiate that the Proposer satisfies any minimum qualifications listed in the Solicitation documents. The Contract Administrator should use a checklist to verify receipt of required information. All administrative documents must be forwarded to PSD for review and preliminary determination of responsiveness and responsibility.
- RESPONSE REVIEW AND SELECTION: The Evaluation Panel will, at a minimum, review all responses deemed responsive (and may also review responses where a review for determination of non-responsiveness is not completed) and those that have satisfied any Technical Review (described below). Evaluation of the written responses should be completed before any oral interviews take place.
- TECHNICAL REVIEW (OPTIONAL): If desired, the Deputy Executive Director responsible for the solicitation may designate LAWA employee(s) with the requisite technical qualifications, skills and background, to review each response to determine if it meets the specified technical requirements of the Solicitation Documents including any minimum qualifications. In order to streamline the process, the Technical Review may take place at the same time as the Administrative Compliance Review. The results of the Technical

Review may be used by the Evaluation Panel to eliminate respondents who do not satisfy the Solicitation Documents' requirements, and are, therefore, determined by the Evaluation Panel as not eligible or to be excluded from any "short-list". The Technical Review shall be based on pre-defined criteria as noted in the Solicitation Documents, such as minimum years of experience in the specialized field of service, certification or licensing, or other requirements that are of technical importance for the specific service being considered. The Technical Reviewer should prepare a summary of results for use by the Evaluation Panel. A copy of the summary should be retained in the master file.

- Where procuring divisions require or request subject matter experts to evaluate complex procurements as it relates to inclusivity, BJSR shall be responsible for the technical review of inclusivity proposals and submittals and provide an advisory technical analysis for consideration of the evaluation panel. The evaluation panel shall have final responsibility for determining technical scores.
- VERIFICATION OF REFERENCES: the Contract Administrator should check references, either those provided in the responses or secured by other means, at any time during the evaluation process. A set of standard reference questions should be used when checking references. Bank references should be verified by the Contract Administrator. After the references are verified, a summary of the responses should be prepared and presented to the Evaluation Panel for review. This summary should be retained in the master file.
- SHORT-LIST DETERMINATION: The Evaluation Panel is free to develop a "short- list" of Proposers to be interviewed if, in the judgment of the Evaluation Panel, short-listing is advantageous to the evaluation process specifically, or to LAWA in general. Unless specified otherwise in the Solicitation Documents, the short-list is determined by completion of an Evaluation Form by either each Evaluation Panel member or the Contract Administrator on behalf of the Evaluation

Panel using a subset of the weighted criteria from the published Solicitation Documents and the information from the Technical Review, if any. If the Contractor Administrator develops the short list, the Evaluation Panel has to concur with the Contract Administrator's short list. The short-list rating sheets must be retained to document the short-listing process. New Evaluation Forms will be required for the subsequent evaluation process. Scores from the short-listing process should not be carried over to the evaluation of the short-listed responses.

- ORAL INTERVIEWS: Oral interviews are optional and, if undertaken, should be used to have respondents address specific questions prepared by the Evaluation Panel following review of the written responses.

If an oral interview is used as part of the selection process, all eligible Proposers or those on the short list, if one is used, should be asked questions based on the published evaluation criteria and the particular details of each Proposer's submittal. Prior to the first interview, the Evaluation Panel and the Contract Administrator should determine a list of questions to be asked of the interviewees.

In addition, the Evaluation Panel may have individual questions for Proposers based on the review of the written responses. Follow-up questions to particular answers are permitted.

If a majority of Evaluation Panel members believe it would be beneficial, they may request subsequent round(s) of interviews. The original Evaluation Panel should conduct the future round(s) of interviews. However, if this is not possible, any changes to the panel should be explained and documented in the Consensus Summary Sheet and the Board Report.

- RATING THE RESPONSES: Prior to rating the responses the Evaluation Panel should review the objectives and requirements in the Solicitation

Documents and discuss the evaluations. Each Evaluation Panel member should review every eligible response and complete an Evaluation Form for each one.

The Evaluation Forms must include the criteria, weights, summary comments and scores. Evaluation Panel members will complete interview Evaluation Forms documenting the oral presentation process and results using the same weighted evaluation criteria used to evaluate the written responses. In completing his or her score sheet for the final stage of the process, each member of the Evaluation Panel should consider all information learned throughout the process, whether written or oral. The final single score on each Evaluation Form should collectively consider all aspects of the response review, both written and oral.

After the Evaluation Forms are fully completed, the Contract Administrator should tabulate the rankings for each Evaluation Panel member based on the final scores of the Proposers. The scores/rankings will be placed on the Evaluation Panel Consensus Summary Sheet by the Contract Administrator. On the Consensus Summary Sheet and Evaluation Forms, individual raters do not have to be named. A letter or numeric designation is sufficient.

If the RFP is subject to the Local Business Preference Program (“LBPP”), the Contract Administrator must adjust the final score for each proposer to add the possible evaluation points. The Vendor Review Memo issued by PSD will confirm whether they are a Qualifying Contractor or if they have identified qualified local subcontractor(s) to perform the work.

- Qualifying contractors who participate in the LBPP by qualifying as a local business will receive 8% of the total possible evaluation points added to their evaluation score.
- Contractors who do not qualify as a local business may participate in the LBPP if they identify qualified

local subcontractor(s) to perform the work under the contract. Such contractors will receive 1% of the total possible evaluation points, up to a maximum of 5%, added to their evaluation score for every 10% of the total cost of the proposed work to be performed by the qualified local subcontractor.

- The 8% qualified Local Business or up to 5% qualified Local Subcontractor evaluation points cannot be combined.

The Consensus Summary Sheet and Evaluation Forms will become part of the public record and made available to the public at the commencement of the protest period.

- RECOMMENDATION FOR SELECTION: The final scores /rankings and recommendations will be based on all information obtained by the Evaluation Panel in the evaluation of written responses and oral presentations, if any. Consistent with the selection criteria contained in the Solicitation Documents, and subject to the applicable City Charter requirements, price may be considered, but may not necessarily govern selection of the contractor/consultant(s).

4. Procurement Services Division Review of Documents:

The Contract Administrator must submit the original evaluation documents (including the individual rating sheets, consensus summary sheet, and list of questions used during the interview process) to Procurement Services Division. The Contract Administrator shall retain a copy of all documents transmitted to PSD in the master file.

LAWA's PSD will review evaluation documents for sufficiency and accuracy, obtain any required supplementary information, and will retain the original documents. The documents will be available for review, appeals, and audits in accordance with approved records retention schedules.

5. Negotiation of Contract:

The Contract Administrator facilitates the contract negotiations, but is not necessarily designated as the prime negotiator of the contract.

6. Protest Period.

The protest period commences when the Contract Administrator issues the Notification of Intent to Award Contract to all Proposers. Any protests should be assessed before the contract award is heard by BOAC.

7. Records Management, Distribution and Retention.

The Contract Administrator will be responsible for preparing and maintaining a master file with complete documentation for the entire solicitation process. The master file will include documentation for Solicitation Document preparation and release; responses received; short-list determination (if applicable); reviews; evaluations; and selections; and approval process and reports, including appeals, if any.

After contract execution, an addendum to this master file should be made to include contract management information, and the location where all contract documentation, including contract evaluations and amendments, if any, will be kept. The master file will be maintained and will be available for reviews, appeals, and audits.

POLICY UPDATES

- LAWA will evaluate these guidelines throughout the next fiscal year, and reserves the right to make adjustments as necessary, to promote LAWA's mission and essential goal to ensure that every LAWA contract is an opportunity to maximize business and workforce inclusion, and that LAWA has strong contract enforcement to hold contractors responsible for their commitments.

EXHIBIT A- INCLUSIVITY PROPOSAL SUBMITTAL REQUIREMENTS

Please note, starting in August 2020 the BJSR division will provide an Inclusivity Plan template to facilitate standardized inclusivity proposal submittal. For narrative sections, the procuring division may determine the required page length.

RFP'S for Construction projects will include the following standard proposal submittal requirements:

Proposer shall provide a detailed description and plan/summary setting out its Inclusivity Plan, schedule and approach, including a narrative and supporting figures, tables, charts, etc.

A narrative and a schedule for identifying, recruiting, retaining, contracting with and administering SBE, LBE, LSBE and DVBE participation, containing the following elements:

- (1) Proposer's diversity and inclusivity policy, including a description of how the policy will be used to guide and reinforce the accomplishment of Proposer's inclusivity commitments.
- (2) Proposer's inclusivity staffing organization chart and reporting structure, including identification of staff who will be involved in the execution of the Inclusivity Plan and their roles and responsibilities. Proposer shall identify an individual with executive/managerial authority who will represent Proposer as the inclusivity liaison for LAWA. This individual shall have programmatic responsibility for Proposer's inclusivity efforts (include, at a minimum, an organization chart).
- (3) Subcontracting – Proposer shall provide a subcontracting plan, which includes a narrative consistent with its submitted utilization plan and a schedule identifying Proposer's approach to recruiting, contracting with, retaining, and administering the BE program participation, containing the following elements:
 - a. Proposer's OPTIONAL commitment to exceed the minimum business utilization requirements set by LAWA. *Optional commitments in excess of the minimum must be credible and supported by Proposer's subcontractor utilization plan including*

proposal-listed subcontractors to be utilized at rates consistent with the higher commitment

- b. Subcontractor Utilization Plans and Schedules. These shall be established for each phase of work, if project business enterprise goals are set by design, construction, and operations/maintenance phases.
- c. Proposer's plan and approach to identify scopes of work for the applicable BE program(s) participation
- d. Proposer's inclusivity monitoring plan, including how it will manage, monitor and evaluate applicable SBE, LBE, LSBE and DVBE participation for Design Work, Construction Work and O&M Work.
- e. Proposer's approach to subcontractor recruiting, contracting and retention to specify additional commitments that may include but are not limited to: (1) mentoring and support during the Design Work, Construction Work and O&M Work; (2) build subcontractor capacity, including, by way of example, technical assistance, mentoring, and business incubation commitments; (3) financial commitments, including, where applicable, the dollar value of each commitment, to foster subcontractor success, including by way of example, any commitments to support subcontractor bonding, loan guarantees and contract set- asides for selected categories of business enterprise (4) identification of the anticipated barriers/challenges to achieving SBE, LBE, LSBE, DVBE participation and identify actions and strategies that Proposer will take to address and mitigate the impacts of such barriers/challenges
- f. Proposer shall identify any administrative procedures, technology, or processes to which it will commit in order to facilitate subcontractor coordination, ease administrative burdens, or accelerate administration of payment to support subcontractor' success.

(4) Local Hiring / Workforce Development – Proposer shall provide a workforce development plan which includes a narrative consistent with its submitted Craft Worker Utilization Plan and Schedule. Proposer's approach to implementing enhanced local hiring recruiting, and retention may specify additional commitments including by way of example:

- a. Proposer's plan for working with the local community to provide meaningful employment opportunities to local residents.

- b. Proposer's plan to facilitate, sponsor and hire new pre-apprentices (aka first period apprentices) through collaboration with LAWA and its partners, including the HireLAX Apprenticeship Readiness Program and other community and labor pre-apprenticeship programs.
- c. Proposer's plan to address barriers to entry, such as union initiation fees, tools, transportation, etc.
- d. Proposer's plan to re-engage skilled craft labor/workers who have been separated from the market for one year or longer; to engage and transition skilled craft labor/workers who have not previously had access to craft jobs at LAX due to lack of membership in a craft union.
- e. Proposer's plan and strategies to recruit, retain, and promote Disadvantaged Workers, Underrepresented Workers and veterans, including the hiring process, ongoing training for incumbent workers, staff review and evaluation process, etc.
- f. Proposer's plan for tracking participation in the Workforce Development Program. Define how Proposer will incorporate, manage and evaluate their and their Contractor's Local Worker, Disadvantaged Worker and veteran participation during all periods of work.

Proposal commitments, including utilization of proposal-listed subcontractors, shall be integrated into the subsequently awarded contract.

RFPs for design and professional services will include the following guidelines:

Proposer shall provide a description and plan/summary setting out its Inclusivity Plan, schedule and approach, including a narrative with supporting figures, tables, charts, etc. The Inclusivity Plan must be in the form and template provided and designated by LAWA.

A narrative and a schedule for identifying, recruiting, retaining, contracting with and administering applicable SBE, LBE, LSBE and DVBE participation, containing the following elements:

- (1) Proposer's diversity and inclusivity policy, including a description of how the policy will be used to guide and reinforce the accomplishment of Proposer's inclusivity commitments.

(2) Proposer's inclusivity staffing organization chart and reporting structure, including identification of staff who will be involved in the execution of the Inclusivity Plan and their roles and responsibilities. Proposer shall identify an individual with executive/managerial authority who will represent Proposer as the inclusivity liaison for LAWA. This individual shall have programmatic responsibility for Proposer's inclusivity efforts (include, at a minimum, an organization chart).

(3) Subcontracting – Proposer shall provide a subcontracting plan including a narrative, consistent with its submitted utilization plan and schedule, identifying Proposer's approach to recruiting, contracting with, retaining, and administering applicable SBE, LBE, LSBE, ACDBE, and DVBE participation, containing the following elements:

- a. Proposer's OPTIONAL commitment to exceed the minimum business utilization requirements set by LAWA. *Optional commitments in excess of the minimum must be credible and supported by proposer's subcontractor utilization plan including proposal-listed subcontractors to be utilized at rates consistent with the higher commitment.*
- b. Proposer's plan and approach to identify scopes of work for applicable SBE, LBE, LSBE and DVBE participation, Proposer's inclusivity monitoring plan, including how it will manage, monitor and evaluate applicable SBE, LBE, LSBE and DVBE participation for the duration of the contract term.

EXHIBIT B – SAMPLE EVALUATION FORM

PROPOSER’S NAME: _____ RATER: _____ DATE: _____

EVALUATION CRITERIA	CRITERIA POINTS	FINAL SCORE
Experience of the Proposer as a Firm, including past performance of the Firm on contracts of similar size and scope		
Experience and Qualifications of Personnel on the Proposer’s Team		
Record of Performance on [the specific technical objective]		
Proposer’s Financial Capability		
Demonstrated Understanding of the Scope of Work, including schedule and plan to accomplish the work		
Any Additional Criteria specific to the RFP		
Proposed Level of Fees – Best Overall Value to the City/ Financial Return to LAWA		
Inclusivity–Business Enterprise Compliance and Performance. Workforce and Local Hire Commitments, and Preliminary Inclusivity Plan		
TOTAL POINTS	100	
Summary Comments (mandatory): 		

NOTE: If conducting interviews include the following questions on the final Evaluation Form:

Were all my questions answered? Yes ___ No ___

Is a second interview necessary? Yes ___ No ___

EXHIBIT C– Instructions for Preparing the Consensus Summary Sheet

- The Contract Administrator is responsible for preparing the Consensus Summary Sheet.
- The Contract Administrator collects the completed Evaluation Forms from each Evaluation Panel member.
- The Contract Administrator tabulates the rankings of each response for each Evaluation Panel member based on the total evaluation points after adding the LBPP points (if applicable). The response receiving the most points receives a ranking of 1, the second most points receives a ranking of 2, etc.
- The Contract Administrator enters only the rankings on the Consensus Summary Sheet to determine the overall ranking of each response.
- The response with the lowest combined ranking total will be the consensus choice of the Evaluation Panel.
- Total points will be used to break any ranking ties.

Sample Evaluation Criteria and Weights

Evaluation Criteria Categories:	Max. Possible Points (per rater)
Experience of the Proposer as a Firm, including past performance of the Firm on contracts of similar size and scope	15
Experience and Qualifications of Personnel on the Proposer's Team	10
Record of Performance on [the specific technical objective]	15
Proposer's Financial Capability	15
Demonstrated Understanding of the Scope of Work, including schedule and plan to accomplish the work	20
Inclusivity	10
Proposed Level of Fees – Best Overall Value to the City/ Financial Return to LAWA	15
Sub-Total Points	100
Local Business Preference Program (LBPP) Possible Points (0% to 8% of Total Points)	0 to 8
TOTAL POINTS	100 to 108

Sample Response Scoring (w/out LBPP)

Rater/Response	Response 1	Response 2	Response 3	Response 4
Rater A	95	85	75	87
Rater B	90	95	86	80
Rater C	95	91	80	82
Total Score	280	271	241	249

Rater/Response	Response 1	Response 2	Response 3	Response 4
Rater A	1	3	4	2
Rater B	2	1	3	4
Rater C	1	2	4	3
Sub-Total Score	4	6	11	9
FINAL RANK	1	2	4	3

Sample Response Scoring (LBPP Per Rater)

	Non-LBPP	LBPP Prime (Score+8)	Subcontractor LBPP (Score+5)	Subcontractor LBPP (Score+2)
Rater/Proposer	Proposer 1	Proposer 2	Proposer 3	Proposer 4
Rater 1	95	85+8 (93)	75+5 (80)	87+2 (89)
Rater 2	90	95+8 (103)	86+5 (91)	80+2 (82)
Rater 3	98	91+8 (99)	80+5 (85)	82+2 (84)
Total Score	283	295	256	255

	Non-LBPP	LBPP Prime	Subcontractor LBPP	Subcontractor LBPP
Rater/Proposer	Proposer 1	Proposer 2	Proposer 3	Proposer 4
Rater 1	1	2	4	3

Rater 2	3	1	2	4
Rater 3	2	1	3	4
Sub-Total Score	6	4	9	11
FINAL RANK	2	1	3	4