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Exhibit A

SCRAA Phase II Scope of Services *Revised* March 14, 2008

I. Understanding of Project

In late 2007, the Interim Staff of the Southern California Regional Airport Authority (SCRAA), retained RRM Design Group to assist in the evaluation of the future purpose and mission of this organization. In light of the desire of the City of Los Angeles to spur the regionalization and decentralization of air traffic in the Southern California region, there was strong interest in determining whether SCRAA was the proper entity to advance regionalization and if so to determine how.

Following approval of a scope of work by the SCRAA Board at its meeting of September, 2007, RRM Design Group conducted a battery of key stakeholder interviews. Those interviewed included the members of the SCRAA Board, the staff of LAWA, key contacts in Councilman Bill Rosendahl's and Mayor Antonio Villaraigosa's office, and other airport operators and entities involved in air transportation in Southern California including officials of Orange, Ventura, San Diego, and San Bernardino Counties. RRM Design Group also produced and conducted a thirty question survey that was completed by over 70 individuals. RRM then prepared a report on the results of the key stakeholder interviews and computer survey that outlined four (4) alternative scenarios for the future of SCRAA. These alternative futures were presented with draft mission statements and the alternative functions, action steps, and implications associated with each of those scenarios. Of the four alternatives presented, three dealt with a reconstituted SCRAA, while one suggested the actual elimination of SCRAA.

At its meeting of January 31, 2008, the SCRAA Board considered RRM's report and took public testimony on the alternatives. The Board then acted to direct staff to dismantle SCRAA and charged RRM Design Group with providing further assistance in identifying what should be done to advance the interests of regionalization and decentralization of air traffic in Southern California in the absence of SCRAA. Specifically, RRM Design Group was asked to evaluate existing air and ground transportation agencies in Southern California as to their potential to advance regionalization and work towards improving ground transportation linkages between "sender" airports -- those areas with high growth in air travel demand and limited capacity to handle that growth -- and "receiver" airports, those inland airports that have the capacity and the willingness to handle the increase in air travel demand. Rather than creating a new entity to pursue the initiatives of regionalization and decentralization, it was the expressed hope of the SCRAA Board to craft a strategy that would work with existing organizations collaborating to work more effectively to this end.

Accordingly, RRM Design Group has prepared the attached scope of work to conduct the more focused analysis desired by the SCRAA Board to identify potential initiatives to advance regionalization and the opportunities and obstacles to these initiatives, and to report findings. In pursuing the second and final phase of this process, RRM Design Group would continue to serve as prime consultant to SCRAA with the addition of a sub consultant, Ruth Galanter of Galanter and Company, a strategic and political consultant and former member of the Los Angeles City Council.

The most significant task of this effort is to arrange for and conduct a second series of key stakeholder interviews that would be highly focused upon gaining insight from those leaders and entities who are involved in trying to improve air and ground transportation in Southern California as to how and with whom to collaborate on regionalization and decentralization in the region. Both T. Keith Gurnee and Ruth Galanter would attend all interviews together to bring their insights and expertise to each session and RRM will be responsible for arranging all interviews.

Together, RRM/Galanter propose to complete the work plan outlined in Section II below and report back with a clear analysis that will identify potential partnerships that can most effectively pursue the regionalization and decentralization of the growth in air travel demand in the Southern California region.

II. Scope of Services

Phase II Scope of Services

Task A Arrange for and Conduct Round #2 of Key Stakeholder interviews
 The RRM team will interview a select group of ground and air transportation agencies as well as key government officials to solicit their views on improving access in handling airport traffic in the coming decades, to assemble a list of possible initiatives to advance regionalization and to identify parties that could work together in pursuing those initiatives. The interviews will serve to keep alive the awareness that regional problems require regional solutions, but it will break those solutions into manageable increments. The longer term goal of this process is to stimulate partnerships for individual projects, e.g. train or express bus between Ontario Airport and Anaheim or partnership between LAWA and High Speed Rail to, eventually, develop Palmdale Airport. As a part of this process, the RRM team would interview elected officials in the region, SCRAA Board members, the Mayors and/or City Managers of key cities (e.g., Anaheim, San Bernardino, Irvine, and such agencies as SCAG, Caltrans, the California High Speed Rail Authority, Metrolink, OCTA, etc.

Deliverables: Notes and report on results of key stakeholder interviews.

Task B Prepare Draft Report
 RRM and Galanter and Company will prepare an administrative draft report on findings and recommendations outlining the options and recommendations for advancing the agenda of regionalization and decentralization of the growth in air traffic demand in the Southern California region. This report will outline the principal elements of the strategy to advance that agenda, identify likely regional changes over time, identify the political impediments in pursuing

regionalization, identify the principal parties who would be responsible for pursuing that agenda, and options and ideas for pursuing it.

Deliverables: Administrative draft in both print and digital form.

Task C Meetings on Draft Plan

RRM will meet with the SCRAA working group to present the draft recommendations, to obtain preliminary feedback for editing the administrative draft report, and to review action steps for disbanding SCRAA.

Deliverables: Notes on results and directions received at meeting.

Task D Preparation of Public Review Draft Report

Based on the feedback received at meetings on the draft report, the RRM team will prepare a public review draft report.

Deliverables: Five (5) hard copies and one (1) digital copy of the public review draft report.

Task E Prepare for and Attend SCRAA Board Meeting

The RRM Design Group team would prepare for and attend the SCRAA Board meeting of May or June, 2008 to present our findings and conclusions to the SCRAA Board for their review and action. To include preparation of a Power Point presentation to be used at the SCRAA Board meeting.

Deliverables: Power Point presentation of Findings and Conclusions and notes on directions received at meeting.

Task F Ongoing Client/Team Coordination

To include meetings, telephone conferences, and correspondence during preparation of the report and the development of actions to disband SCRAA.

Deliverables: Notes on directions received at meetings and telephone conferences.

Task G Subconsultant Management

To include management of subconsultants including review of work products and invoices to insure timely and quality completion of their work.

Deliverables: Reviewed work products and invoices.

III. Limitation on Scope of Services

The tasks to be performed by the RRM Design Group team are limited purely to those outlined in Section II above. Any additional services that may be requested to be performed would be performed subject to SCRAA request and approval, which could include additional meetings and/or additional services as required and authorized by SCRAA. To complete the work outlined in the scope of services, RRM will need the following items from the client:

- 1. Signed contract and Notice to Proceed**
- 2. Contact information of potential key stakeholder interviews to be provided by LAWA staff as the Interim Staff of SCRAA.**

IV. Budget

The Schedule B form attached reflects the budget necessary to complete all tasks associated with the work plan for Phase II Scope of Services depending on the level of involvement of RRM/Galanter and Company in the key stakeholder interviews.

V. Schedule

Schedule C attached depicts the amount of time necessary to complete component tasks associated with the preparation of the work products to be completed in this scope of work.