



Public-Private Partnership



In order to revolutionize the LAX traveler experience, Los Angeles World Airports (LAWA) recently embarked on their Landside Access Modernization Program (LAMP). The centerpiece of LAMP is the Automated People Mover (APM), a 2.25-mile, elevated guideway train system that will provide a direct link between the airport and L.A. Metro's regional transportation system, improving reliability and mobility while reducing congestion and emissions.

This innovative transportation solution will be delivered via the public-private partnership (P3) approach. At a cost of \$4.9B, the APM will be the largest P3 contract ever awarded in the City of Los Angeles, and the first by LAWA.

What is a Public-Private Partnership?

The selection of a P3 delivery method for this project means that the Developer, comprised of private sector partners, will be responsible for a combination of designing, constructing, operating, and maintaining the project, as well as providing some financing. The goal of a P3 is to combine the best efforts of the public sector and the private sector for maximum and mutual benefits.

Benefits of the public-private partnership Design-Build-Finance-Operate-Maintain (DBFOM) approach include:

- Transfers some risks from the Public Agency to the Developer thereby encouraging the Developer to mitigate potential risks.
- Creates opportunity for innovation in design, construction
- Emphasizes the importance of on-time, high quality delivery, and for all parties to structure work accordingly.
- Aligns design, construction, and operations to ensure project decisions add value around guest experience, improved asset management, sustainability, and inclusivity.
- Generates greater incentives for the Developer to provide high quality projects and service for the long term results.

Please visit us at www.lalinxs.com to learn more about the APM project.

\$4.9B

Total Cost of
APM Project

5

Total Years
Under
Construction
(Opening 2023)

\$1.9B

Cost of APM
Construction

\$3B

Cost of O&M
Through 2048 (25
Years)

2,000

Jobs Created by
the Project

LAX Integrated Express Solutions

LAX Integrated Express Solutions (LINXS) was selected as the Developer on the APM project, and due to its DBFOM P3 contracting model, earns a reliable revenue stream for providing private sector expertise and innovation while sharing risks and responsibilities for financing. LINXS is contracted to manage the design and construction of the APM as well as its operations and maintenance of the APM for the APM's first 25 years in service. Because LINXS is invested into all aspects of the project including operations and maintenance, there is even greater incentive to manage risks and design forward-thinking solutions.

Developer: LINXS

LINXS is led by Fluor Enterprises, Inc. (Fluor), Balfour Beatty Investments, Inc. (BBI), Hochtief PPP Solutions GmbH (Hochtief), ACS Infrastructure Development, Inc. (ACS), and Bombardier Transportation (Holdings) USA Inc. (Bombardier). Together they have successfully delivered \$27 billion in public private partnerships.

Lead Contractor: LAX Integrated Express Solutions Constructors (LINXS Constructors)

The design-build team of Fluor, Balfour Beatty Infrastructure, Inc. (BBII), Flatiron West, Inc. (Flatiron), and Dragados USA, Inc. (Dragados USA) combines companies with experience as design-build delivery contractors on large, complex P3 transit projects, collectively having delivered over 40 light rail systems as well as APM-type and local civil aviation projects. The team also includes the local knowledge, experience, and execution capabilities of LINXS Constructor's dedicated lead design firm, HDR Engineering, Inc. (HDR).

Lead O&M Provider: LAX Integrated Express Solutions Operators (LINXS Operators)

Member entities Bombardier, Fluor, ACS, and HOCHTIEF PPP Solutions North American, Inc. (Hochtief NA) possess extensive O&M experience. LINXS Operators is engaged in all phases of the project from development, through design-build and the operating concession period.