

SECOND AMENDMENT TO CONSULTANT SERVICES AGREEMENT

This Second Amendment to the Consultant Services Agreement for Airport Safety Management System is made as of ⁰¹⁻³⁰⁻²⁰²⁴ _____, (Effective Date) by and between the City of Fresno, California, a Municipal Corporation (Fresno), and Landry Consulting, LLC., (Landry).

RECITALS

WHEREAS Landry desires to perform, and City desires to have Landry perform, consulting services (Services) as an independent contractor to City at and for Fresno Yosemite International Airport (FAT); and

WHEREAS, City and Fresno entered into the Consultant Services Agreement for Airports Safety Management System (SMS), which became effective March 1, 2020; and

WHEREAS, City and Fresno entered into the First Amendment to Consultant Services Agreement for Airports SMS, which became effective August 17, 2021; and

WHEREAS City desires to add implementation of the SMS program at FAT, and City desires to have Landry and their subcontractor perform Phases 2 and 3 of the SMS program as a part of the current Agreement at FAT; and

NOW THEREFORE, the Parties agree as follows:

1. AMENDMENTS TO THE AGREEMENT

A. Section 1, Services, Exhibit A-1 shall be amended to include Exhibit A-2 as attached to this document.

B. Section 3(a), Compensation, shall be amended as follows:

- (a) CONSULTANT'S sole compensation for satisfactory performance of all services required or rendered pursuant to this Agreement shall be a total fee of Three Hundred Eighty Thousand dollars (\$380,000) per year. Such fees include all expenses incurred by CONSULTANT in performance of the services.

2. GENERAL

All other terms and conditions of the Agreement shall remain in full force and effect. In the event of any conflict between the terms of the Agreement and the terms of this Second Amendment, the terms of this Second Amendment shall prevail.

[Signatures on following page]

AS WITNESS, this Second Amendment has been executed by the duly authorized officers of the parties on the Second Amendment Effective Date set above:

CITY OF FRESNO,
A California municipal corporation

By: _____
Henry Thompson,
Director of Aviation

APPROVED AS TO FORM:
ANDREW JANZ

City A
By: DocuSigned by:
Brandon Collet 2/6/2024
1CFC5444CAA64DB...
Brandon Collet Date
Assistant City Attorney

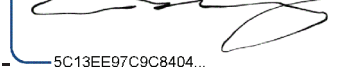
ATTEST:
TODD STERMER, CMC
City Clerk

By: _____
Deputy

Addresses:
CITY:
City of Fresno, Airports Department
Fresno Yosemite International Airport
Attention: SMS Manager
4995 E. Clinton Way
Fresno, CA 93727-1525
Phone: (559) 621-4500
FAX: (559) 251-4825

Attachment:
Exhibit A-2 – Amended Scope

LANDRY CONSULTING LLC.,
A Washington Limited Liability Company

By: DocuSigned by:

5C13EE97C9C8404... /2024
Name: Joanne Landry

Title: Principal
(If corporation or LLC., Board Chair,
Pres. or Vice Pres.)

By: _____
Name: _____

Title: _____
(If corporation or LLC., CFO, Treasurer,
Secretary or Assistant Secretary)

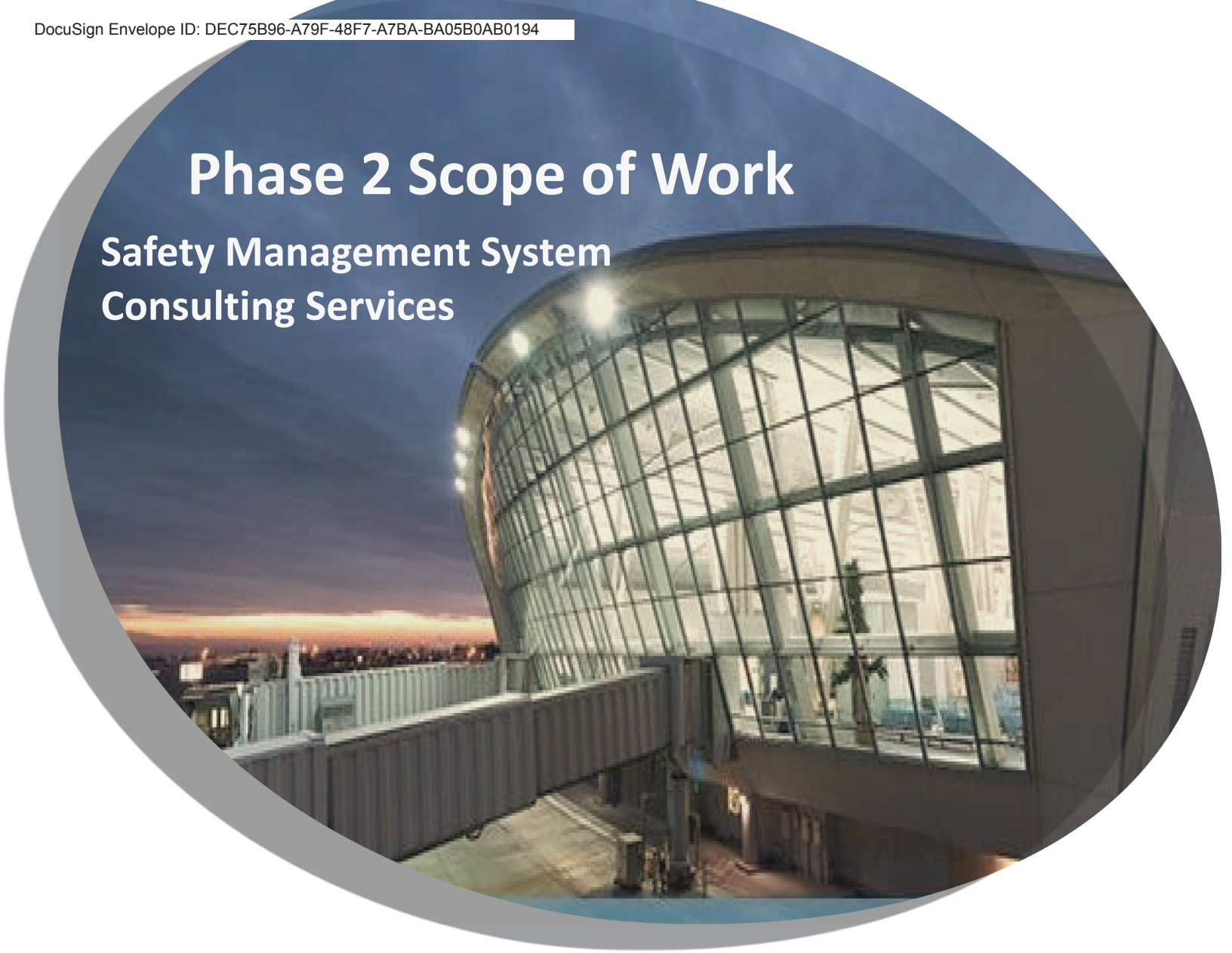
REVIEWED BY:
Joanne Landry

CONSULTANT:
Landry Consulting LLC.
Attention: Joanne Landry
3801 Edgewood Dr.
Vancouver, WA 98661
Phone: 206-714-7663
FAX: 888-485-2388

EXHIBIT A-2

Phase 2 Scope of Work

Safety Management System Consulting Services



City of Fresno Airports Department

LANDRY

Landry Consulting LLC
3801 Edgewood Drive
Vancouver, WA 98661

Date: December 19, 2023

Phase 2 Scope and Budget – Fresno Yosemite International Airport

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Phase 2 Scope and Budget – Fresno Yosemite International Airport

1 Introduction

Landry Consulting LLC (Landry) is Small, Disadvantaged, and Women-owned Business Enterprise (SBE/DBE/WBE) registered in multiple states including California under the California Unified Certification Program (CUCP). Landry was established in 2008 and offers consulting services to the aviation industry focusing on the design, development, and implementation of Safety Management Systems (SMS) and Safety Risk Management (SRM) solutions. Landry’s services include gap and business analyses, strategic planning, process analyses, implementation planning, information technology, program integration, performance measurements, communication and media campaigns, and skills development and delivery.

Landry proposes to continue providing on-call, as-needed SMS consulting services to the Fresno Yosemite International Airport (FAT) for the ongoing development and implementation of the airport’s SMS in accordance with Federal Aviation Administration (FAA) regulations. Landry’s mission is to deliver quality and expert services to improve safety at client airports through practical, useful, and measurable change.

2 Approach

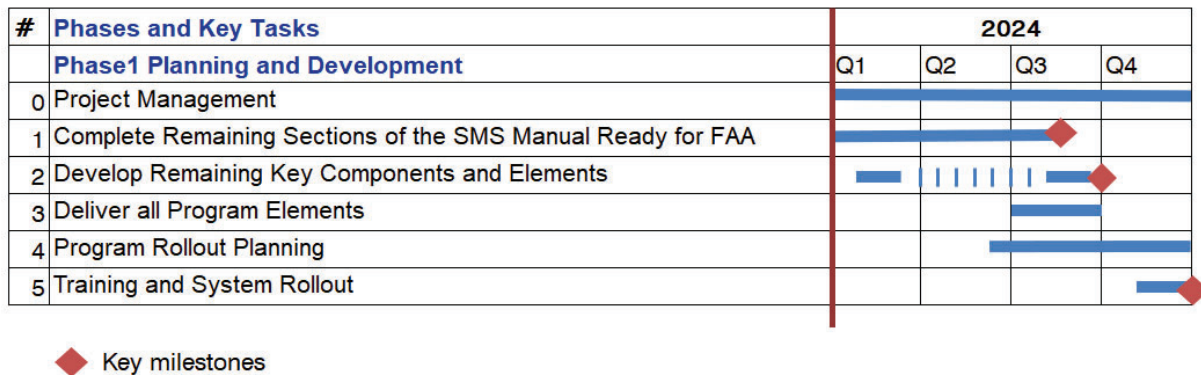
The Landry Team’s proposed approach to continue development of the current SMS project phases, tasks, and deliverables is to work closely with the FAT SMS and Project Manager to provide the most effective expertise and support in the areas that are the highest priority and require additional assistance.

Landry has been collaborating with FAT since 2020. Various SMS components and elements have been developed since that time including delivery of the FAT mandated Implementation Plan. Phase 2 intends to complete all core components including the SMS Manual and preparation for rollout.

3 Schedule

Figure 1 displays a proposed project schedule for the Phase 2 task and budget planning. The proposed project schedule depicts a one-year duration to accomplish identified SMS tasks and deliverables.

Figure 1 – Phase 2 Project Schedule



4 Task Descriptions

4.1 Task 0 – Project Management

Landry believes the project management role is critical to the success of the SMS and will continue to provide planning, weekly meeting agendas, status reports and budget tracking to ensure the Phase 2 effort is carefully managed.

4.2 Task 1 – Complete Remaining Section of the SMS Manual Ready for FAA

Landry and FAT have developed a draft SMS Manual. Phase 2 will ensure the Manual is completed and compliant with the FAA requirements outlined in the AC 150_5200_37A, Subpart E, and the rulemaking. Additional sections, content, and formatting will be completed to prepare the document for FAA delivery.

4.3 Task 2 – Develop Remaining Key Components and Elements

Landry and FAT responded to a detailed questionnaire that completed a Gap analysis of existing and required SMS components and elements. The results of the questionnaire will be applied in Phase 2 to guide development of missing SMS components and elements. The priority will be to complete the SMS Manual; however, any long-lead time development items such as training courses will be prioritized to ensure the SMS is ready for rollout.

4.4 Task 4 – Deliver all Program Elements

When all components of the SMS are developed and operational, key Management, Operations, and SMS staff are trained and ready to receive reports, and software systems are in place to manage the process, the Team recommends an incremental rollout. The initial rollout should be for internal staff to test the system and when ready, the SMS can be extended to tenants.

4.5 Task 5 – Program Rollout Planning

To prepare for the full SMS rollout, Landry will work with FAT to develop a training schedule and support the delivery of training to all staff and orientation to tenants. The initial training planning and course development will provide options for types of training and the stakeholder community needs. Additionally, the Team will continue to assist with software requirements, rollout, and support as the software is ready for implementation.

4.6 Task 6 – Phase 2 Training and System Rollout

In Phase 2 the Team will support software alignment with the SMS processes including rollout readiness and coordinate system training activities as needed.

5 Deliverables

A list of proposed Phase 2 deliverables is presented in Table 1.

Table 1 – Phase 2 Deliverables by Task

Task	Deliverable
Task 0 - Project Management	Status reports, weekly meeting agendas, budget tracking
Task 1 - Complete Remaining Sections of the SMS Manual Ready for FAA	SMS Manual including all sections and appendices
Task 2 - Develop Remaining Key Components and Elements	All remaining supporting SMS components and elements
Task 3 - Deliver all Program Elements	All operational SMS program elements including alignment with software
Task 4 - Program Rollout Planning	Preparation for SMS rollout including training, media, software
Task 5 - Training and System Rollout	Integration of staff training and tenant orientation into existing badging system

Phase 2 Scope and Budget – Fresno Yosemite International Airport

6 Budget

A proposed project budget by key task is presented in Table 2; staff rates are included in Table 3. The Budget includes both labor and expenses. Related deliverables are presented in Table 1. The Team plans to work closely with FAT to ensure the highest priority tasks and deliverables are completed first to ensure the most effective use of the consultant’s expertise and contributions and budget. Onsite trips will be discussed and approved as needed and a percentage of the budget will be allocated as contingency.

Table 2 – Phase 2 Budget by Task

Task 0 - Project Management	\$ 7,000.00
Task 1 - Complete Remaining Sections of the SMS Manual Ready for FAA	\$ 25,000.00
Task 2 - Develop Remaining Key Components and Elements	\$ 20,000.00
Task 3 - Deliver all Program Elements	\$ 15,000.00
Task 4 - Program Rollout Planning	\$ 4,500.00
Task 5 - Training and System Rollout	\$ 8,000.00
Expenses no more than four trips	\$ 5,000.00
Contingency	\$ 15,500.00
Total Budget Phase 2	\$ 100,000.00

Table 3 – Staff Rates

Staff	Phase 2 Billing Rate	Notes
Landry	\$224.00	Per hour fee, fully loaded including overhead, profit, etc.

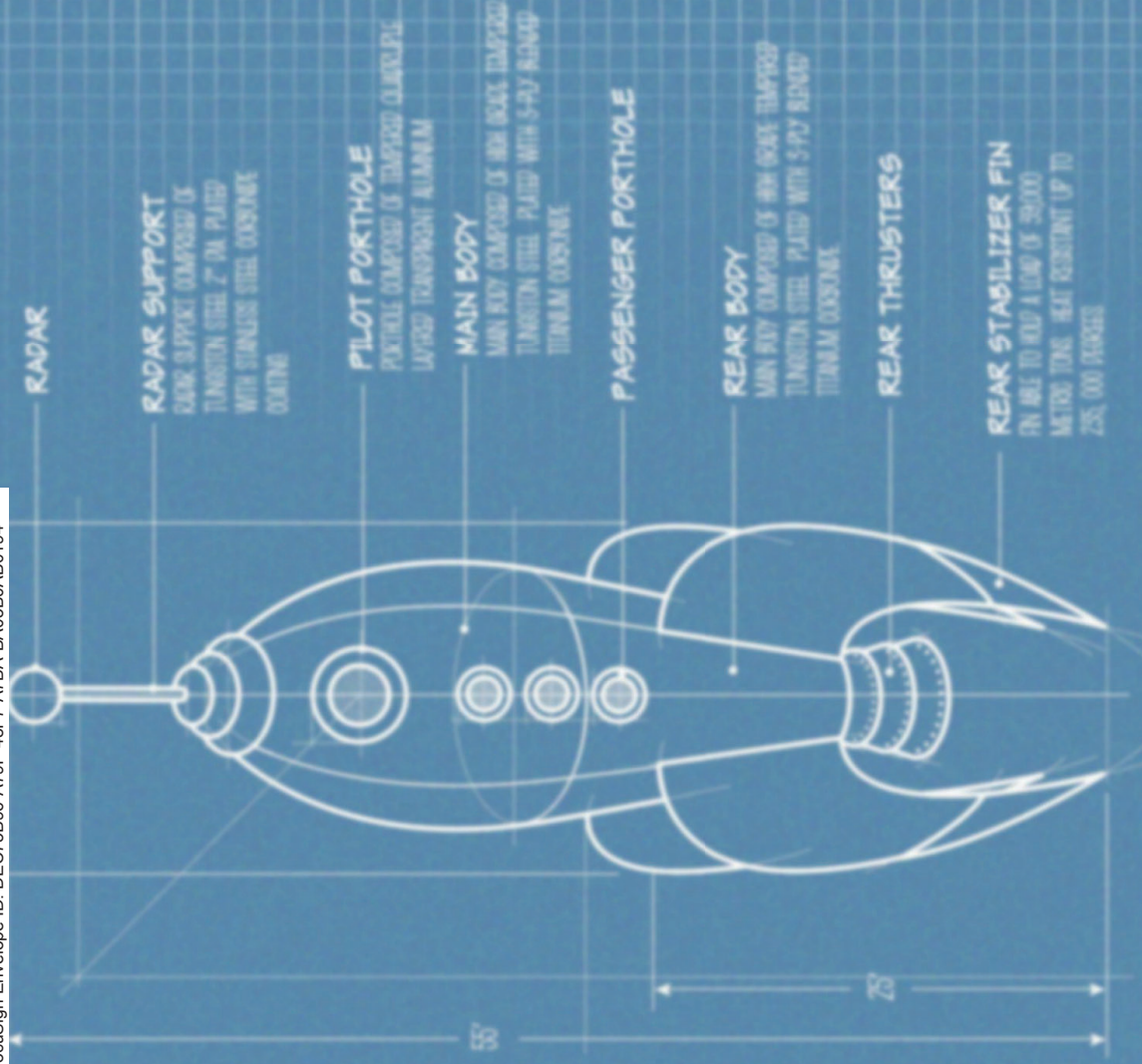
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MAGPIE HUMAN SYSTEMS



privileged and confidential

Preparation, Purpose,
& Practice



Thanks so much for the opportunity to talk with you about what we can accomplish together.

We've designed this overview as we do our process - acknowledging that **simple solutions don't often exist in complex organizations.**

We think you'll find the possibilities that follow work together to address the **points of friction** you've identified.

Magpie focuses on the whole organization, and that means a relentless commitment to the people within it. We lean into **human-centered leadership, learning, risk, and systems design.**

I'm confident that with Magpie as a partner, we can **accelerate learning confidently, safely, and in line with the values that matter most to you** (and change the world a little bit, too).

We can't wait to get started.

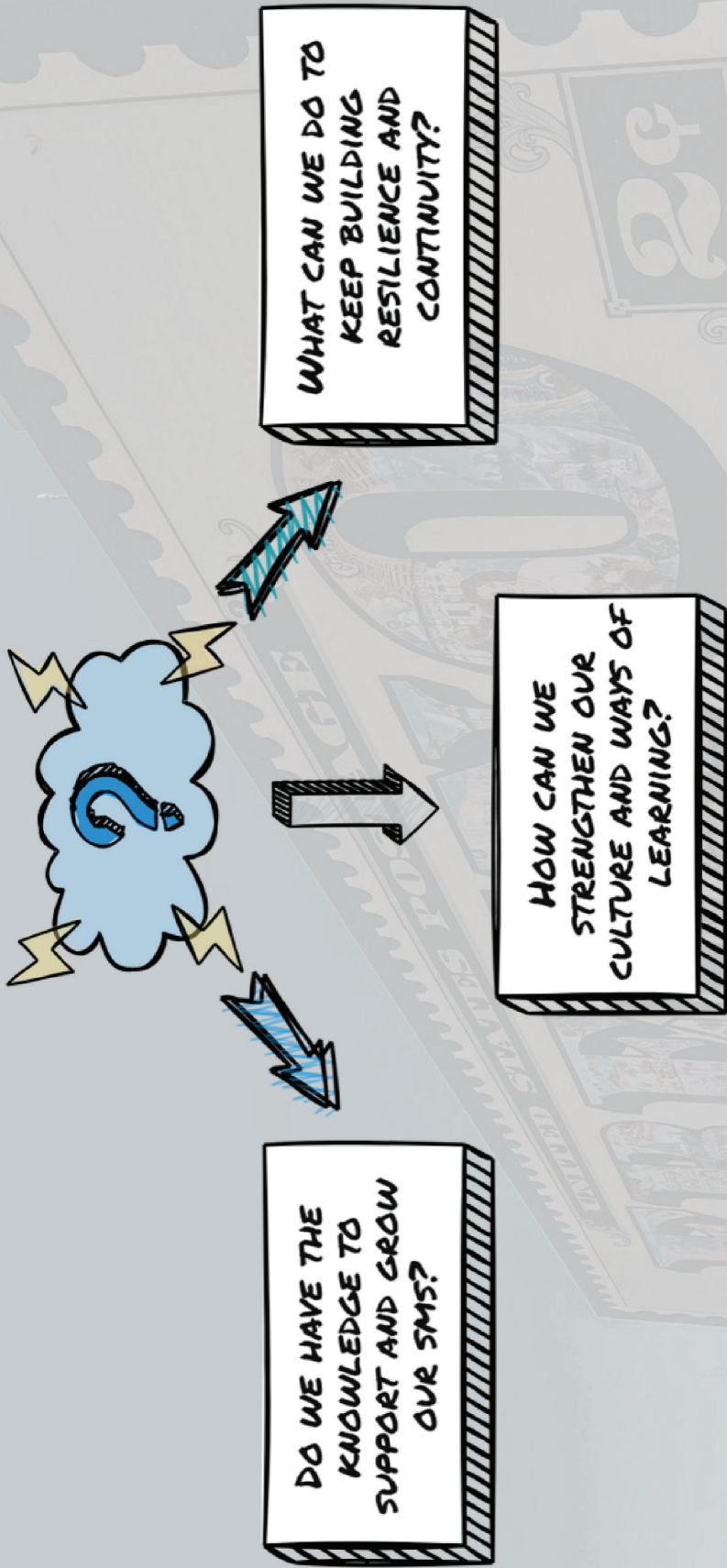


Ben Goodheart, Magpie Founder



QUESTIONS AND ANSWERS

Our job is to act on three big questions for you:



We'll do that in three phases of work: knowing. understanding. living our learning.

[Handwritten signature]



THE DESTINATION

World-Class SMS Support

Plenty of organizations talk about their “best-in-class” safety systems. We’ll help you make it real with the knowledge to build it.

Your key **outcomes** of this proposal are:

- 1. SET OF FIVE AIRPORT-OWNED SMS BASICS COURSES** ready for your LMS and in short, practical formats that prioritize easy access, rapid learning, and compliance with FAA SMS requirements
- 2. ON-SITE SMS TRAINING**, focused on in-depth understanding of SMS design, management, troubleshooting, maturation, and FAA interfaces
- 3. NEXT-LEVEL SAFETY** that takes safety beyond just SMS to incorporate Human & Organizational Performance and Learning Teams – methods and tools that place Fresno at the forefront of aviation safety and resilience



SOLVING FOR FRESNO AIRPORT



Fresno Yosemite International Airport

Preparation, Purpose, and Practice

Knowing.	Understanding	Living Our Learning.
<p>Our focus in this phase is on knowing what your team needs to be successful in implementing SMS.</p> <p>Where are there gaps in knowledge? Are roles clear? Will we comply with FAA requirements?</p> <p><i>"This is how we do SMS"</i></p>	<p>We'll look now toward integrating actionable safety understanding into your systems, including for tenants and partners.</p> <p><i>"Here's why it works (or not)"</i></p> <p>We'll focus on building confidence and competence for various roles' contributions to implementing and maturing your SMS. Here's where we build a coalition of risk-informed professionals.</p>	<p><i>"Here's how we learn together"</i></p> <p>As you build safety expertise, putting just culture into action means formalizing how we learn.</p> <p>We'll work with you to build processes and experience to facilitate learning teams, and we'll provide tools for your teams to use as you continue to improve.</p>

The next few pages describe how we'll approach the work.



KNOWING: Foundations of SMS

We'll develop the five courses proposed in 2021:

- SMS for Everyone
- SMS as a Decision Tool
- Safety Reporting for Change
- Introduction to Safety Risk Management
- Human Centered Investigations

Each course will be delivered as a self-contained course pack and in LMS-compatible format. Our team will create **English and Spanish** language versions of **SMS for Everyone**.

The currency of safety is often said to be the flow of information. Knowing what and how to communicate about safety are just two challenges most organizations face, and it's what **we're here to help you solve.**



SMS for Everyone

FAA proposed rulemaking requires that each person involved in the airport SMS have training that addresses their role in the SMS - at least hazard identification and reporting. This course uses brief, operationally relevant examples to illustrate hazards as they look in practice, reporting processes, and expectations of the SMS itself.

SMS as a Decision-Making Tool

Front-line employees rely on executives and management to understand risk and help them navigate it. For supervisors and managers without in-depth safety experience, the process may turn into a paperwork exercise. This session provides context for action, practical examples, and a focus on managing risk collaboratively by understanding safety performance targets, safety ROI, and a complete picture of risk as tools that function well beyond SMS.

Safety Reporting for Change

While FAA requirements address the need for training on how to report, it does not require that we discuss what to report or even what makes for a good, actionable submission. In this short module, we'll examine through short case examples what instances are good candidates for a report, what information is helpful in ensuring action can be taken, and what a reporter can expect regarding identity protection, feedback, and results.

Introduction to Safety Risk Management

Matrices, meetings, and risk registers – what the heck do we do with these? For most folks in the airport system, Safety Risk Management (SRM) should be a practical process. This module walks learners through two examples of risk management from a front-line perspective with two different outcomes based on the assessment of risk. While we avoid the in-depth analysis of risk that managers and safety professionals work within, participants come away with the risk fluency they need to make risk-informed decisions every day.

Learning Teams & Human-Centered Investigation

When an investigation into a safety event is necessary, humanizing the process improves and accelerates how we move forward as an organization and preserve trust. Learning teams inject a human-centered approach because they bring together a group of people involved in a safety event to learn and improve – both when things go well or when things have gone wrong. Participants gain the skills needed to facilitate a learning team, wasting less time on investigation and blame and focusing more time on understanding and learning.

UNDERSTANDING: Beyond Implementing

We've built tools to help strengthen the air traffic system, increase resilience in critical infrastructure, and prepare hospitals for a pandemic.

A key difference for organizations that adapt and thrive in high-consequence environments is their focus on **specialized safety training**.

We propose an on-site workshop to expand on your baseline SMS training. We'll bring unparalleled SMS experience blended with broad safety knowledge to ensure your team – up to **20 attendees** – has the knowledge they need to make your SMS a success.

We're not suggesting a replacement for certification options, but we understand the need to quickly level up your core SMS leaders for the implementation process, and that's what we'll accomplish in this **dedicated and customized workshop**.



LIVING OUR LEARNING: Structures of Support

Culture can't overcome a structure that doesn't support it. Especially in an environment of dynamic risk and changing conditions, there has to be **room to move – safely – within organizational systems.**

Learning Teams provide a clear path for implementing the **principles and processes that build and grow a just culture.**

Building a foundation of **Human and Organizational Performance** acknowledges that humans aren't problems to be solved; they are where safety is created.

We'll spend **3 days on-site** facilitating our one-of-a-kind workshops for **leaders to understand SMS**, integrate **HOP**, and build **learning and improvement** into every SMS process.





YOUR MAGPIE RESOURCES

Our Starting Lineup

On-Site and Supporting Roles

89 YEARS SAFETY EXPERIENCE | 92 YEARS LEADERSHIP POSITIONS | 78 YEARS TRAINING | 65 YEARS CULTURE ANALYSIS





WHO WE ARE AND HOW TO START

At Magpie, we're proud of our ways of working and our commitment to seeing organizations succeed as places where humans can do their best, most fulfilling work.

It's who we are, and like you, we **guard our culture** with purpose.

Oh – we're also focused on results, and we get there by taking a relentlessly optimistic view of humans and systems to create safety, leadership, learning, and performance.




HERE'S WHO WE ARE:

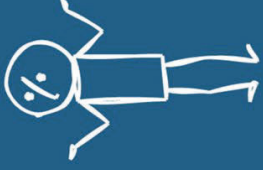


We connect sound research with the reality of work

We love data, but we don't live for it



A good person in a bad system always loses.



So we apply human-centered design to organizational systems - and we make sure they work for people at work.


We fearlessly live our culture, and we never compromise on:

- building trust actively
- our best work, always
- relentless focus on great design
- humble curiosity
- outcome over effort
- never stop learning
- no 'the way we always did it'



people in **9** countries

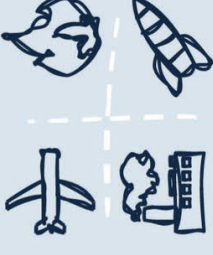
offices in **3** states



"I've never worked with a company that was so involved and cared for our employees at all levels"

"we've been struggling with safety programs for years. Magpie helped us make the progress we were missing"

1,400 clients in high-consequence industries



we build great culture
navigate complexity
build safety capacity
and put:

PEOPLE
PROCESS



The Details

We've made a few assumptions about access to personnel, timeline constraints, and resource availability. Those might change, but not before an up-front discussion with you.



We anticipate a total investment of approximately **\$73,950***:

- \$49,950 for the five courses quoted in our 2021 proposal
- \$7,500 On-site SMS education workshop for up to 20 attendees
- \$16,500 Three-session on-site workshop series (HOP + Interpersonal Performance, Learning Teams, SMS for Leaders)

*inclusive of T&E; pricing based on complete offering

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