

# Memorandum



**Date:** December 19, 2013

**To:** Gary Hartfield, Division Director  
Internal Services Department,  
Small Business Development

**From:** Milton L. Collins, Associate Director *MSC*  
Miami-Dade Aviation Department, Minority Affairs Division

**Subject:** Recommendation for: Strategic Master Planning Training for the Miami-Dade Aviation Department, RFQ No. MDAD-13-05

## RECOMMENDATION:

This is a request for the Small Business Development Division to approve the attached project in order for the Aviation Department to proceed with the **Strategic Master Planning Training for the Miami-Dade Aviation Department, RFQ No. MDAD-13-05.**

The Minority Affairs staff has evaluated the subject project and recommends an **SBE Selection Factor** as the contract measure, as set forth in Implementing Order #3-41, the attached MDAD Contract Measures Analysis Worksheet findings and other supporting documents attached.

In the past, SBD has recommended for similar MDAD projects the utilization of Small Business Enterprise (SBE) Selection factor for firms certified in categories that address the needs of the required services. The application of Selection Factor measures to those solicitations has addressed both the desired experience for the deliverables, as well as enhancing small business participation. As a result, MDAD recommends that SBD explore the possibility of applying a Selection Factor to these services for firms certified in categories #91800 (Consulting Services) and #91875 (Management Consulting).

The Term of the Agreement is for three (3) years. The estimated amount for this contract is \$300,000.00 (excludes IG Fee)

## BACKGROUND/PROJECT DESCRIPTION:

Miami-Dade County (the "County"), as represented by the Miami-Dade Aviation Department ("MDAD"), requires the services of one (1) qualified firm(s) to provide onsite strategic master training services which may include but are not limited to analyzing, developing, training, recommending and other activities normally associated with strategic planning at large commercial and general aviation airports.

The Successful Respondent will provide strategic planning services which may include but not limited to analyzing, developing, training, recommending and other activities normally associated with strategic planning at large commercial and general aviation airports.

The Aviation Department has identified the following specific areas of focus for the strategic master plan:

- Safety and Security
- Financial Viability and Business Development

Strategic Master Planning Training for the Miami-Dade Aviation Department  
RFQ No. MDAD-13-05  
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- Customer Service
- Employee Engagement
- Environmental Stewardship

If you have questions, please contact me at (305) 876-7221 or C. Corrales at (305) 876-7991.

Attachments

cc: V. Clark, ISD  
L. Johnson, ISD  
M. Clark-Vincent, MDAD  
W. Madry, MDAD  
P. Betancourt, MDAD  
V. Walters, ISD  
C. Corrales, MDAD  
Project File

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**MDAD's CONTRACT MEASURES AND ANALYSIS WORKSHEET**

**To:** Gary Hartfield, Division Director  
Internal Services Department,  
Small Business Development

**From:** Milton L. Collins, Associate Director *MLC*  
Miami-Dade Aviation Department  
Minority Affairs Division

**PROJECT/CONTRACT TITLE:** Strategic Master Planning Training for the  
Miami-Dade Aviation Department

**PROJECT/CONTRACT NUMBER:** RFQ-MDAD-13-05

**DEPARTMENT:** Miami Dade Aviation Department

**ESTIMATED PROJECT COST:** \$300,000.00

**FUNDING SOURCE:** MDAD Operating Funds

**DESCRIPTION OF PROJECT/BID:**

The Successful respondent will provide strategic planning services which may include but not limited to analyzing, developing, training, recommending and other activities normally associated with strategic planning at large commercial and general aviation airports.

**CONTRACT MEASURES RECOMMENDATION:**

Trade Set-Aside \_\_\_\_\_ Set-Aside \_\_\_\_\_ CBE \_\_\_\_\_ Subcontractor Goal \_\_\_\_\_

Project Goal \_\_\_\_\_ No Measure \_\_\_\_\_ Selection Factor   X   \_\_\_\_\_

**REASONS FOR RECOMMENDATION:**

Analysis of the factors contained in Implementing Order #3-41 indicates that a SBE Selection Factor is appropriate for this contract.

TASK OR DESCRIPTION SERVICES	PRIME CONSULTANT	SUB-CONSULTANT	PERCENT OF TOTAL CONSULTANT FEE
<u><b>CONSULTING</b></u> Strategic Management Plan development action plan defining specific activities, responsibilities, and anticipated completion dates. Review, assess, and analyze documents generated by the MDAD. Other strategic plan development assignments as directed by Miami-Dade Aviation Department.	15%		
<u><b>TRAINING</b></u> Project development, performance, presentation skills, strategic planning and benchmarking training.	35%		
<u><b>PROGRAM INTEGRATING</b></u> Develop a training program for assigned MDAD staff assigned to teams to address specific areas of focus.	25%		
<u><b>FACILITATION</b></u> Develop procedures for implementing and maintaining a strategic plan including timelines, measures, responsibilities and resources.	25%		
<b>TOTAL</b>	100%		100%

## Walters, Vivian (ISD)

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**From:** Betancourt, Pete J. (Aviation) [PJBETANCOURT@miami-airport.com]  
**Sent:** Tuesday, January 07, 2014 9:24 AM  
**To:** Walters, Vivian (ISD); Corrales, Caridad (Aviation)  
**Subject:** FW: Recommendation for Strategic Master Planning Training for the Miami-Dade Aviation Department  
**Attachments:** Scanned image from MX-M453N; getjobid358722.pdf

Good morning to all.

Upon further review of the commodity codes (attached), it appears that codes 91838 and 95290 address the required services for the subject solicitation in a more specific manner. As a result, please proceed with your respective review utilizing these two (2) codes.

Please let me know if you require additional information or have any questions.

As always, very appreciative.

Regards,

Pedro J. Betancourt, PMP, CPPO, LEED® AP O+M Aviation Sr. Proc. Contract Officer MDAD  
Contracts Administration Division P.O. Box 025504, Miami, Florida 33102-5504 T (305)-876-7345  
F (305)-876-8068  
Email: [pjbetancourt@miami-airport.com](mailto:pjbetancourt@miami-airport.com)

-----Original Message-----

**From:** Corrales, Caridad (Aviation)  
**Sent:** Thursday, December 19, 2013 4:53 PM  
**To:** Hartfield, Gary (Elections)  
**Cc:** Clark, Veronica (ISD); Collins, Milton (Aviation); Johnson, Laurie (ISD); Clark-Vincent, Marie (Aviation); Betancourt, Pete J. (Aviation); Walters, Vivian (ISD); Madry, Wallace (Aviation)  
**Subject:** Recommendation for Strategic Master Planning Training for the Miami-Dade Aviation Department

Good afternoon, as an attachment is the Recommendation for the Strategic Master Planning Training for the Miami-Dade Aviation Department, RFQ No. MDAD-13-05. Please advise if there are any questions.

Thank you,

Caridad Corrales  
Contract Compliance Specialist II  
MDAD-Minority Affairs Division  
Phone: (305) 876-7991 Fax: (305)-876-0382  
E-mail: [ccorrales@miami-airport.com](mailto:ccorrales@miami-airport.com)

## Walters, Vivian (ISD)

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**From:** Betancourt, Pete J. (Aviation) [PJBETANCOURT@miami-airport.com]  
**Sent:** Tuesday, January 07, 2014 1:27 PM  
**To:** Walters, Vivian (ISD)  
**Cc:** Corrales, Caridad (Aviation); Johnson, Laurie (ISD); Clark, Veronica (ISD)  
**Subject:** RE: Recommendation for Strategic Master Planning Training for the Miami-Dade Aviation Department

Vivian,

- 1) Not required but aviation industry experience is preferred.
- 2) No sub. One (1) consultant consisting of one (1) firm or team.

Thanks again for all your help.

Pedro J. Betancourt, PMP, CPPO, LEED® AP O+M Aviation Sr. Proc. Contract Officer MDAD  
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Email: [pjbetancourt@miami-airport.com](mailto:pjbetancourt@miami-airport.com)

-----Original Message-----

**From:** Walters, Vivian (ISD) [<mailto:WalterV@miamidade.gov>]  
**Sent:** Tuesday, January 07, 2014 12:15 PM  
**To:** Betancourt, Pete J. (Aviation)  
**Cc:** Corrales, Caridad (Aviation); Johnson, Laurie (ISD); Clark, Veronica (ISD)  
**Subject:** RE: Recommendation for Strategic Master Planning Training for the Miami-Dade Aviation Department

Pete,

Would you please confirm the following:

As it relates to previous experience; will the contract be looking for experience consistent with the aviation industry (or any prior training experience will be considered)?

Are there any "Sub-consulting / Subcontracting" opportunities, (or is the contract requiring a Sole Consultant)? (thus no sub-consulting or subcontracting opportunities).

Thanks,

Vivian O. Walters, Jr.  
Contract Development Specialist II  
Internal Services Department  
Small Business Development Division  
111 NW 1st Street #19 Floor  
Miami, Fl 33128  
[walterv@miamidade.gov](mailto:walterv@miamidade.gov)

' Office (305) 375-3138 |6Fax (305) 375-3160 "Delivering Excellence Every Day"

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