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## COMPREHENSIVE QUEUING AND STAFFING ANALYSIS FOR MDAD

### 2.0 SCOPE OF SERVICES

#### 2.1 **Background**

In June 2013, a Work Order Proposal Request was among the Management Advisory Consulting Services (MACS) Pool of pre-qualified firms, to develop a queuing analysis for Miami-Dade Aviation Department. The Work Order is due to expire on July 31, 2014. MDAD is looking to expand the services, and is soliciting through full and open competition this Solicitation for a consultant to evaluate the use of APC Kiosks in the North, Central, and South Federal Inspection Service (FIS) facilities at Miami International Airport (MIA). MIA is operated by the Miami-Dade Aviation Department (MDAD), and is the property of Miami-Dade County government. Founded in 1928, MIA is the largest U.S. gateway for Latin America and the Caribbean and is one of the leading international passenger and freight airports in the world. Located on 3,230 acres of land near downtown Miami, MIA's terminal is being expanded to more than seven million square feet through a capital improvement program scheduled for final completion in 2013. Miami International Airport is among the busiest airports in the world. There are over 80 airlines serving MIA to approximately 150 destinations around the globe. For more information on MIA go to: <http://www.miami-airport.com>.

The objective of the Analysis is to optimize International passenger throughput and processing times at MIA, utilizing a mix of agents and APC Kiosks in the North, Central, and South Federal Inspection Service (FIS) facilities. The Analysis would:

- a) Determine if the level of staff meets the demands of the airport workload placed on MDAD;
- b) Recommend processes that would ensure the success of the implementation of Kiosks at the primary screening, baggage, and processing areas; and
- c) Allow MDAD to:
  - Examine the feasibility and prioritization of implementation of best practices;
  - Utilize the report's recommendations to the County that allow for a phased-in approach; and
  - Increase efficiencies in passenger operations through maximal utilization of staff and kiosks

#### 2.2 **Preferred Qualification Requirements**

The preferred qualification requirements for this Solicitation is that the selected Proposer should have:

- a) A minimum of five (5) years recent experience in performing queuing studies for large Airports, Seaports, or Customs and Border Patrol (CBP).
- b) Professional credentials in the field of aviation, industrial engineering and or management consulting (certifications, degrees, and accreditations).

#### 2.3 **Required Services and Deliverables**

The queuing analysis prior to the implementation of APCs must include data through March 31, 2014. The queuing analysis after the implementation of APCs must include two full months of data. The Final Queuing and Staffing Analysis Report/Briefing must be completed in its entirety, and accepted by the County no later than March 31, 2016.

##### **A. Project Planning Meeting**

The selected Proposer shall participate in an in-person project planning meeting with the County. The project planning meeting will be scheduled by the County Project Manager. The County will issue a Notice to Proceed (NTP) when the contract award requirements have been met. The project planning meeting with County staff shall take place after the award of the contract, but no later than fourteen (14) days after the NTP. Teleconferencing or other electronic communication between the selected Proposer and the County may occur periodically, or as required by the County Project Manager.

In order to allow the County to prepare the data sources that may be required for the tasks herein, the selected Proposer shall submit a draft Plan of Action to the County's Project Manager for review and approval at the project planning meeting. The

selected Proposer shall work closely with the County Project Manager to finalize the Plan of Action. The Plan of Action should include a detailed project work plan, timelines, deliverables and monitoring procedures that will result in a successful staffing assessment.

The County will review and submit its recommendations on the draft Plan of Action, no later than fourteen (14) days after the project planning meeting. The selected Proposer shall incorporate the County's recommendations therein, and shall provide one electronic copy of the Final Plan of Action to the County's Project Manager no later than seven (7) days after the receipt of the County's final recommendations. Upon approval of the Plan of Action by the County, the remaining tasks, as outlined below shall commence immediately.

## **B. Tasks and Deliverables**

The selected Proposer shall develop an understanding of issues, policies, operational philosophy, or plans that may affect passenger throughput and CBP processing times at MIA. To obtain a detailed understanding of MDAD's operations, mission and processes, the selected Proposer shall perform the following tasks. These tasks are not all inclusive, and shall only be considered as a guideline for expected work required to perform the Analysis. Task due dates can be extended or amended under the County's Project Manager's authority.

The selected Proposer shall:

- 1) Conduct an analysis of current policies and practices for passenger throughput and CBP processing times at all FIS locations at MIA. The selected Proposer shall advise MDAD on ways the process should be streamlined for increased efficiency without compromising quality, passenger throughput and CBP processing times.
- 2) Conduct an analysis of current CBP and MDAD staffing levels, patterns and deployment at primary screening, baggage and processing areas, to include all FIS facilities, CBP, APC Kiosks, and other areas where MIA staff are currently deployed. Selected Proposer should make recommendations to the County on how to optimize International passenger throughput and processing times at MIA, utilizing a mix of agents and APC Kiosks.
- c) Assess impact of MDAD management policies and practices upon staffing requirements. Review the current work shift relief factor, and advise MDAD on ways in which it could be updated or modified, in compliance with all laws and labor rules, in order to more accurately reflect actual hours worked.
- d) Recommend optimal number of Kiosks and locations at all FIS locations based on the empirical data comparison. Placement of Kiosks should maximize passenger throughput and minimize wait time throughout the facility. Selected Proposer shall also recommend any new processes that would ensure the success of the implementation of the Kiosks.
- e) Record, review and analyze current International passenger data:
  - 1) Prior to installation of APC Kiosks, to include, International arrival rates (aircraft, passenger, and baggage) and processing for all customer types (Citizens, Residents and Visitors). Selected Proposer should include any other relevant data.
  - 2) After installation of APC Kiosks, to include, International Arrival rates (aircraft, passenger, and baggage) and processing for all customer types (Citizens, Residents and Visitors). Selected Proposer should include any other relevant data.
- f) Recommend and employ an achievable queuing analysis model based upon best practices for airports of comparable size and complexity. The selected Proposer shall base its recommendations on this model.
- g) Collect and review any existing studies, audits, reports, and databases relevant to the operation of MIA.
- h) Evaluate the current and potential utilization of technology to address operational needs.
- i) Identify factors external to MIA that impact queuing requirements.

- j) Conduct a statistically valid sample of customers (all passenger types) to determine passenger satisfaction with FIS operations.

**C) Queuing and Staffing Analysis Report/Briefing (Report)**

Using the analysis produced from the tasks above, the selected Proposer shall submit an electronic copy or other approved format of the Draft Report to the County Project Manager, for review and comment.

The County's Project Manager will review the draft Report and provide the selected Proposer with feedback within fourteen (14) working days of receipt of said documents. The selected Proposer shall provide one hard copy and one CD, or other approved format, of the Final Report, after incorporating County's feedback. The Final Report must be returned to the County Project Manager, within fourteen (14) working days after the County has returned the initial draft report to the selected Proposer, but no later than March 31, 2016.

**2.4 Payment Schedule**

All payments are contingent upon completion of the required tasks. Completion of a task shall be measured as fulfillment of all services required for that action, including submission to, and final acceptance by the County of any deliverable for the action, unless otherwise negotiated.

An initial payment of up to 25% of the contract amount, for services rendered will be made upon approval of the Plan of Action (see Section 2.3 (A) above), by the County's Project Manager or designee. A payment of up to 50% will be made in accordance with Article 9, Method and Times of Payment. The remaining balance, 25% of the contract amount, for services rendered will be paid upon completion, defined as the completion of all assigned tasks and the acceptance of the Final Report as applicable by the County's Project Manager.