

Basis of recommendation:

This very same solicitation had a twenty percent (20%) SBE Goal in 2006 and did not encounter any difficulties in meeting these goals. The subsequent solicitation in 2014 had an SBE goal of twenty-five percent (25%). Consultant awarded the 2014 professional services agreement with the SBE Goal of 25% encountered major challenges associated with availability due to the nature of the scope and specific tasks requested by MDAD. As a result, the successful Consultant had to schedule numerous meetings with SBD to address.

Possible areas for SBE contract participation under this contract include but are not limited to passenger surveying, coordinate Airport access for post security areas (i.e. escort/badging matters for successful Consultant's team), and local economic / demographic (South Florida) supporting analysis and research.

Signed:

Date sent to SBD:

Date returned to DPM:

1.0 SCOPE OF SERVICES

1.1 Background

Miami International Airport (MIA) was founded in 1928. The airport now offers more flights to Latin America and the Caribbean than any other U.S. airport. MIA is America's third-busiest airport for international passengers boasting a lineup of over 100 air carriers. Moreover, MIA is the U.S. top airport for international freight, servicing more than 45,000,000 passengers in 2019 and processing approximately 60 percent of all international visitors to Florida. MIA's vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and making presentations to senior management and the Board of County Commissioners and Mayor, as may be required.

MIA encompasses over 7.7 million square feet of space. The Airport's space is allocated as follows:

- North terminal 3.7 million square feet and occupied by American Airlines (One World)
- Central Terminal 2.1 million square feet.
- South Terminal 1.9 million square feet and handles mostly international flights.

The core concessions programs at MIA (Food & Beverage, Retail and Duty-Free units) utilize nearly 271,000 square feet of space throughout the pre- and post-security areas of the North, Central and South Terminals. Commensurate with the cultural and geographic diversity of MIA's international passenger base, the concessions program includes a wide array of brands and concepts including some of the world's leading retailers and restaurants, international and regional brands specifically targeted to the unique makeup of the MIA traveler base and renowned local concepts curated to deliver an authentic expression of the cultural richness of the Miami area.

1.2 Sustainable Procurement Practices

The County is committed to responsible stewardship of resources and to demonstrating leadership in sustainable business practices. Accordingly, the County has adopted sustainability policies which are incorporated into this Solicitation. The County will continue to explore and pursue sustainable procurement, development and business practices that: (a) reduce greenhouse gases; (b) foster and integrate supplier small business opportunities; (c) support safe and fair labor practices and ethical behavior throughout the supply chain, and (d) maximize fiscally responsible "high value, high impact" actions.

1.3 Goals and Objectives

The Contractor shall assist the Department to meet or exceed its established concession goals and objectives to better address the demands of today and tomorrow's traveling public. These goals and objective include:

- A. Enhance the image of the Airport as a world-class airport
- B. Enhance customer service and satisfaction by improving product choice, price, and customer service
- C. Optimize sales and revenues
- D. Optimize design and location of retail units
- E. Present a local and regional identity concepts that enhance the "sense of place" and convey the cultural richness and diversity of Miami to the traveling public
- F. Provide national and international branded concepts
- G. Increase the Concession Disadvantaged Business Enterprises (ACDBE) participation to the extent possible

1.4 Concession Program

Contractor shall evaluate the existing airport Concession Program, prepare a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis, and recommend a preferred concession management direction. Furthermore, the Contractor shall perform the following tasks:

- A. Evaluate the existing Concession Program including but not limited to size, mix, location of stores, passenger traffic trends and sales per enplanement
- B. Determine consumer behavior and market trends for all concession categories, to, and optimize category/concept mix

- C. Assist in determining temporary concession program opportunities and recommend changes and/or phasing plans based on comparable airport data; changes in the airport demographics, traffic patterns, construction program; changes in concepts and/or agencies or other information as requested
- D. Provide benchmark of other airports comparable to MIA, analysis and recommendations to assist in meeting concession goals and preparation of solicitations and lease agreement(s).
- E. Develop passenger segmentation analysis.
- A. Develop software simulations to analyze business events utilizing multiple data sources and validate the recommendation, projections, etc.
- B. Develop and recommend operational performance improvement analysis.
- C. Conduct other concession-related analyses as assigned.
- D. Analyze financial projections and proposed revenue options for the Concession Program
- E. The Contractor shall analyze the Concession Program and present to the Department the Program projections including alternatives (recommendations), projecting gross sales, net rental revenue, sales per enplaned passenger, and overall revenue to the Airport.

1.5 Support Services

The Contractor shall be responsible for providing support services to the County on an as needed basis. Support services shall include:

- A. Assist in preparation for Trade & Tourism Committee, Board of County Commission, tenant meetings, industry meetings, workshops, pre-proposal meetings, and evaluation committee meetings as may be required.
- B. Assist in developing an MIA brand for concessions and/or the concessions marketing program as needed.
- C. Provide presentations and respond to questions presented by senior management, Board of County Commissioners and Mayor as necessary.
- D. Provide on call consulting to assist and support staff to meet unanticipated needs.
- E. Assist in developing standards of operation, tenant manuals, performance standards, audits and other pertinent operational materials as required.
- F. Assist in outreach to local, regional, national and international potential concessionaires to provide a database for the various concession categories.
- G. Travel as required; prepare detailed invoices; track program and work requests including document preparation, telephone calls and research efforts
- H. Coordinate and develop disruption management plan to address unforeseen events

1.6 Laws and Regulations

The Contractor must have knowledge of Federal, State of Florida, and local laws, regulations, ordinances, etc. as well as the County's labor and local business goals and how they relate to the Airport as it enters into agreements with concessionaires. These laws and regulations include but not limited to:

- A. ACDBE Program
- B. FAA Provisions
- C. State of Florida Statutes;
- D. ADA accessibility; and
- E. State and local food service-related codes and regulations.

1.7 Service Orders

Projects shall be completed as indicated by the Service Order upon request by the County on an as needed basis.. For each Service Order, the Contractor will be provided a detailed scope of services prior to commencement of each Project.

1.8 Consultant Staff

Professionals sought as a result of this solicitation are based on industry best practices. Proposers may propose a team of experienced and qualified staff that can provide the Services in this solicitation in accordance with the professional requirements and standards for retail consulting services for airports.

Proposers shall provide the Proposer's not to exceed hourly rates on Attachment B, Price Proposal Schedule, Vendor Hourly Rate for their proposed personnel. The County reserves the right to negotiate the final terms, conditions and pricing of the contract as may be in the best interest of the County. The negotiated not-to-exceed hourly rates shall be firm and fixed for the term of the contract.

1.9 Additional Services

If the County requests additional services related to the Scope of Services of the resulting Contract, the Contractor shall develop a work plan detailing the specific tasks to be completed and a detailed budget for performing such additional services. The Contractor shall not perform any additional services until the County has issued a written notice-to-proceed with the execution of the work plan. Any unauthorized work or invoice will not be processed and paid. Proposer shall use the established hourly rates in attachment B Price Proposal Schedule to submit pricing for additional services.

1.10 Payment Schedule

All payments will be contingent upon the completion of tasks and deliverables outlined in the subsequent Service Order, at the Proposer's not to exceed hourly rates listed on Attachment B Price Proposal Schedule, Hourly Rates. Completion of the services shall be measured as fulfillment of all services required, including submission to, and final acceptance by issuing department of any deliverable for the action unless otherwise negotiated. Invoices shall conform to the compensation terms of this Solicitation or issued Service Order and will provide a short description of the services performed. Any deliverables provided during the billing period shall also be described on the invoice, including a short statement of who the deliverable was provided to and the date it was provided.

1.11 Identification Security Requirement

The Contractor at its sole expense shall be responsible for requesting from MDAD the identification card for all employees and personnel under its control who require access to restricted areas at the Airport as a part of their regularly assigned duties, and shall return the identification badges of all personnel transferred or terminated from the employ of Proposer or Airport assignment and upon termination of the Agreement. The Contractor shall promptly report to the MDAD the names of all person who were employed by the Contractor from whom they were unable to obtain the return of Department issued identification badges. In the event that an identification badge is not returned because of a failure by the Contractor, the Contractor shall pay, from its own funds, the Department's established charge for lost or stolen identification badges. The Department shall have the right to require the Contractor to conduct and/or permit MDAD to conduct background investigations, criminal history checks and to furnish certain data on such employees before the issuance of such identification badges, to include the fingerprinting of employee applicants for such badges.

In addition, the Contractor must also provide local U.S. Customs and Border Protection (CBP) officials with required information for all vendor personnel that will work on-site for background checks before access to CBP areas will be granted. This information must be submitted at least one month before installation Work is scheduled to begin. All key personnel (including key personnel of subcontractors) working on this project need to be badged before Work commences. Badges must be displayed at all times. The fee for ID badges/background checks is approximately \$58.00 per individual biannually.