

DEPARTMENTAL INPUT CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

Rev 1

<input checked="" type="checkbox"/> <u>New contract</u>	<input type="checkbox"/> <u>OTR</u>	<input type="checkbox"/> <u>CO</u>	<input type="checkbox"/> <u>SS</u>	<input type="checkbox"/> <u>BW</u>	<input type="checkbox"/> <u>Emergency</u>	Previous Contract/Project No: N/A
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<input type="checkbox"/> <u>Re-Bid</u>	<input type="checkbox"/> <u>Other</u>	LIVING WAGE APPLIES: ___ YES ___ NO
Requisition/Project No: <u>EPPWOPR-00313-04</u>		TERM OF CONTRACT: <u>0</u> years with <u>0</u> one year options-to-renew

Requisition/Project Title: Aviation Staff Scheduling Analysis

Description: MDAD is looking to expand the services, and is soliciting, through full and open competition, for a consultant to evaluate airport queuing management and staffing schedules throughout the facilities at Miami International Airport (MIA), to include but not limited to Customs and Border Patrol (CBP) and Transportation Security Administration (TSA), roadway analysis and staffing schedule analysis.

User Department(s): <u>Aviation</u>	Contact Person: <u>Caroline Burgos</u>	Phone: <u>305-375-2037</u>
Issuing Department: _____	Funding Source: <u>General Funds</u>	
Estimated Cost: <u>\$200,000</u>		

ANALYSIS

Commodity/Service No:	SIC:
Trade/Commodity/Service Opportunities	
<u>918-75 Management Consulting Service</u>	
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here if this is a New Contract/Purchase with no Previous History </div>	
<u>EXISTING</u>	<u>2ND YEAR</u>
<u>3RD YEAR</u>	
Contractor:	
Small Business Enterprise:	
Contract Value:	
Comments:	
Continued on another page (s): ___ Yes ___ No	

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: Caroline Burgos Date to DBD: 07/21/2017
Date Returned to DPM: _____

ATTACHMENT 1 – SCOPE OF SERVICES

1. Background Information

In June 2013, a Work Order Proposal Request was solicited among the Management Advisory Consulting Services (MACS) Pool members, to develop a queuing analysis for Miami-Dade Aviation Department (MDAD). MDAD is looking to expand the services, and is soliciting, through full and open competition, for a consultant to evaluate airport queuing management and staffing schedules throughout the facilities at Miami International Airport (MIA), to include but not limited to Customs and Border Patrol (CBP) and Transportation Security Administration (TSA), roadway analysis and staffing schedule analysis.

MIA is operated by 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 (1) 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 nine million square feet through a capital improvement. Miami International Airport is among the busiest airports in the world. There are over 100 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 passenger throughput in the terminal, roadways and optimize staffing schedules in MIA. 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 efficiencies in queuing and roadway traffic management.
- 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 queuing management.

2. Requested Services and Deliverables

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 calendar (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 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 (1) 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.

Note: This solicitation will be open to pre-qualified members of RTQ-00313 Management & Consulting Services Pre-Qualification Pool

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B. Tasks and Deliverables

The selected Proposer shall develop an understanding of issues, policies, operational philosophy, or plans that may affect passenger throughput within all areas of the terminal building. 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 throughout all areas of queuing management in MIA. The selected Proposer shall advise MDAD on ways the process should be streamlined for increased efficiency without compromising quality and passenger throughput.
- 2) Conduct an analysis of current CBP, TSA and all other queuing in MIA, to include roadway analysis and staffing scheduling analysis. Selected Proposer should make recommendations to the County on how to optimize throughput and processing at MIA.
- 3) 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.
- 4) As it relates to passenger queuing in the Federal Inspection System (FIS), 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 new Kiosks.
- 5) 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.
- 6) Collect and review any existing studies, audits, reports, and databases relevant to the operation of MIA.
- 7) Evaluate the current and potential utilization of technology to address operational needs.
- 8) Identify factors external to MIA that impact queuing requirements.

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

Using the analysis produced from the tasks (1 through 8) 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, no later than fourteen (14) days from completion.

The County's Project Manager will review the draft Report and provide the selected Proposer with feedback within thirty (30) days of receipt of said documents. The selected Proposer shall provide one (1) hard copy and one (1) electronic, 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 twenty-one calendar (21) days after the County has returned the initial draft report to the selected Proposer, but no later than thirty calendar (30) days.

3. Additional Services

The selected Proposer shall perform additional related services as may be requested by the County. Additional services will be paid at the hourly rates proposed in Attachment 3 – Price Proposal Schedule.

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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 15% of the contract amount, for services rendered will be made upon approval of the Plan of Action (see Section 2 (A) above), by the County's Project Manager or designee. Payment of up to 70% will be made in accordance with Article 9, Method and Times of Payment. The remaining balance, 15% 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.

5. Work Order Term

The term of the Work Order shall terminate upon completion of the project. It is anticipated that the Services associated with Section 2 (A) will be completed within four (4) months from the date of approval on the work plan. Services associated with Section 2 (C) should be completed within six (6) months from the date of approval on the work plan. Adequate resources should be provided to ensure completion within this timeframe. The project will be considered complete upon performance of all services and acceptance by the County of the deliverables outlined above.