

DEPARTMENTAL INPUT

CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

Rev 1

<input checked="" type="checkbox"/> New contract	<input type="checkbox"/> OTR	<input type="checkbox"/> CO	<input type="checkbox"/> SS	<input type="checkbox"/> BW	<input type="checkbox"/> Emergency	Previous Contract/Project No: N/A
<input type="checkbox"/> Re-Bid	<input type="checkbox"/> Other	LIVING WAGE APPLIES: ___ YES ___ NO				

Requisition/Project No: RFP-00746

TERM OF CONTRACT: 5 years

Requisition/Project Title: Aviation Staffing and Queuing Analysis

Description: Miami-Dade County, hereinafter referred to as the County, as represented by the Miami-Dade County Aviation Department (MDAD) is soliciting proposals from qualified and experienced firms interested in providing a broad range of airport queuing and staffing consulting services throughout the facilities at Miami International Airport (MIA).

User Department(s): MDAD
 Issuing Department: ISD
 Estimated Cost: \$720,000

Contact Person: Christopher Hutchins Phone: 305-375-2163
 Funding Source: Proprietary

ANALYSIS

Commodity/Service No:		SIC:		
Trade/Commodity/Service Opportunities				
958-03	Airport Management Services			
906-06	Airport Services			
918-06	Administrative Consulting Services			
918-12	Analytical Studies and Surveys, Consulting Services			
918-58	Government Consulting Services			
918-75	Management Consulting Services			
918-93	Security/Safety Consulting Services			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here if this is a New Contract/Purchase with no Previous History				
<table border="0" style="width: 100%;"> <tr> <td style="width: 33%; text-align: center;"><u>EXISTING</u></td> <td style="width: 33%; text-align: center;"><u>2ND YEAR</u></td> <td style="width: 33%; text-align: center;"><u>3RD YEAR</u></td> </tr> </table>		<u>EXISTING</u>	<u>2ND YEAR</u>	<u>3RD YEAR</u>
<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: Christopher Hutchins

Date to DBD: 11/14/2017

Date Returned to DPM: _____

2.0 SCOPE OF SERVICES

2.1 **Background**

Miami International Airport (MIA) is operated by the Miami-Dade Aviation Department (MDAD), and is the property of Miami-Dade County. 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 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>.

2.2 **Objective**

The County, through this solicitation, intends to establish a strategic partnership with a consulting firm that will conduct a broad range of airport queuing and staffing analysis on a work order basis which will support MDAD's efforts to optimize passenger queuing throughput in the terminal and roadways and optimize staffing schedules at MIA.

2.3 **Preferred Qualifications**

The Proposer should possess a minimum of five (5) years continuous experience in performing queuing and staffing consulting services for large Airports or Seaports to include Customs and Border Patrol (CBP) and Transportation Security Administration (TSA) queuing analysis and similar services to those listed in Section 2.4 of this Solicitation. Additionally, the designated consultant responsible for the strategic day-to-day oversight of the County's consulting projects should hold a minimum of five (5) years experience and professional credentials in the field of aviation, industrial engineering and or management consulting (certifications, degrees, and accreditations). Key personnel should include an expert in simulation modeling and a Time Study Analyst. Time Study Analyst to mean the person that develops work measurement procedures and conducts time-and-motion studies to promote efficient and economical utilization of personnel, equipment, and facilities.

2.4 **Requested Services and Deliverables**

The following are examples of requested services, tasks and deliverables that shall be specified in the Work Order (see Section 2.5, Word Order Process)

2.4.1 **Tasks**

As requested, the selected Proposer shall:

- 1) Conduct an analysis of current policies and practices for passenger throughput at 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 shall make recommendations to the County on how to optimize throughput and processing at MIA.
- 3) Develop a holistic simulation model that will analyze all operations from disembarkation of the passengers from the airplanes until they exit the Federal Inspection System (FIS). This will include passenger transit, queuing, entry inspection, baggage pickup, and customs inspection. The simulation model should allow analysts to perform what-if simulation analysis. The simulation model should be integrated with graphical user interfaces, 3D animation, input, output and optimization modules. Enabling what-if analyses will help MDAD observe the impact of different scenarios based on varying queuing configurations, staffing allocation and inspection process technologies on the performance of the overall FIS operations, such as waiting times, sojourn times, queue lengths, throughput rates, and staff utilization. The output of performance measures should be fully automated with charts and statistical evaluations.
- 4) 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.
- 5) Selected Proposer shall recommend any new processes that would ensure the success of the implementation of new FIS Kiosks with the goal of maximizing passenger throughput

and minimize wait time and passenger queuing.

- 6) 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.
- 7) Collect and review any existing studies, audits, reports, and databases relevant to the operation of MIA.
- 8) Evaluate the current and potential utilization of technology to address operational needs.
- 9) Identify factors external to MIA that impact queuing requirements.
- 10) Provide other related consulting services, as identified by the County.

2.4.2 Deliverables: Queuing and Staffing Analysis Report

Upon completion of a requested analysis, the selected Proposer shall submit an electronic copy of the Draft Report to the County Project Manager, for review and comment, no later than thirty (30) 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 no later than thirty (30) calendar days from receipt of feedback.

2.5 Work Order Process

When the need arises, MDAD will develop work order assignments and provide the selected Proposer with information regarding the specific objectives, anticipated deliverables and desired outcomes and timelines for each particular project. The selected Proposer shall prepare a written proposal letter for review and approval by MDAD. The proposal letter must include the following:

- a. Description of the proposed approach and specific deliverables;
- b. Project schedule and completion date;
- c. Proposed staff to perform the work, including job title, hourly rate and estimated number of hours each will spend on the assignment;
- d. Breakdown of the cost per staff person (not to exceed maximum contracted rates).

The County anticipates issuing Work Orders based on each approved proposal letter (which may require negotiations with the selected Proposer for any and all aspects of the proposal letter including cost). The County may modify, suspend, or cancel a request for a proposal letter at any time at no cost to the County. All costs associated with estimating a project shall be borne by the selected Proposer; and the selected Proposer shall not have any claim, financial or otherwise, against the County as a result of the County modifying or canceling a request for a proposal letter.