



SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
STAFF REPORT

Item No.
14

Meeting Date: **DECEMBER 13, 2012**

Subject:

Approve and Authorize the President/CEO to execute an Agreement with Serco Management Services Inc. to Provide Ramp Control Facility services at San Diego International Airport

Recommendation:

Adopt Resolution No. 2012-0132, approving and authorizing the President/CEO to execute an agreement with Serco Management Services Inc., to provide Ramp Control Facility services for three (3) years, with two (2) one-year options exercisable at the sole discretion of the President/CEO, in an amount not to exceed \$3,925,000.

Background/Justification:

The Federal Aviation Administration (FAA) Air Traffic Control Tower (Tower) at San Diego International Airport (SAN) is responsible for providing control of aircraft movements on airport's runways and taxiways. These pavements are classified by the FAA as movement areas. The Tower is not responsible for providing advisories for aircraft movements at the gates, ramps, taxi lanes or remote parking locations. These pavements are classified by the FAA as non-movement areas. FAA Tower Managers at each airport can accept or decline responsibility for providing advisories to aircraft on the non-movement area. The SAN Tower previously agreed to provide parking advisories for SAN aircraft movements into and out of the existing 41 parking gates and 21 remote (off-gate) overnight parking spaces. The FAA has provided such aircraft movement advisories at SAN for more than 20 years. However, the FAA can stop providing advisories at any time at its discretion. The new gates and adjacent pavements under construction as part of the Green Build are non-movement areas and are not visible from the Tower. The view from the Tower is obstructed by the existing Terminal 2 West concourse roof and north rotunda.

On December 7, 2009, the Acting FAA Tower Manager at San Diego International Airport issued a letter to the Director of Airside Operations stating that the new gates and taxi lane associated with the Terminal Development Program (Green Build) were not visible from the Tower, and therefore the FAA would not accept control responsibility for this area. (Attachment 1)

Therefore, Authority staff decided to construct a ramp control facility with a full view of the new gates, parking spaces and taxi lane as well as the adjacent Taxiway Bravo that is controlled by the FAA. From this facility, ramp controllers could provide aircraft movement advisories similar to what is being provided by the FAA at those gates and taxi lanes that they control.

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Ramp Control Facility Staffing and Operations

The SAN Airside Operations Staff conducted site visits to Los Angeles International Airport (LAX), Las Vegas McCarran International Airport (LAS), Denver International Airport (DEN) and SEA-TAC International Airport (SEA) to gain a better understanding about operating procedures, staffing models, facilities, equipment, technology, and training programs, as well as operations and maintenance costs. The models studied included ramp control facilities staffed by airline personnel (LAX), airport staff with professional air traffic controller experience (LAS), combination of airport staff [without prior ATC experience] and airline staff (DEN), and professional air traffic controllers under contract (SEA). Upon careful review of each model, Staff elected to pursue the professional air traffic control contract option to best accomplish the safe and expeditious flow of ramp traffic.

On October 1, 2012, the Authority issued a Request for Proposals ("RFP") soliciting proposals from qualified firms to provide professional ramp control services. The RFP specifications required that two controllers be on duty from 6:00 AM to Midnight daily, and one Supervisor be on duty from 8:00 AM to 5:00PM Monday through Friday.

On October 31, 2012, proposals were received in response to the RFP from the following three firms.

1. Serco Management Services Inc.
2. Flamingo Air Management
3. Robinson Aviation Inc.

An Interview Panel, comprised of the Authority's Director, Aviation Operations & Public Safety; Manager, Airside Operations; Manager, Aviation Security and Law Enforcement, together with one representative from the Airline Industry (Delta Airlines, Station Manager) and a former FAA Acting Air Traffic Manager for Lindbergh Air Traffic Control Tower (ATCT) conducted a thorough review of the proposals. The Interview Panel interviewed all three firms, scoring each on: (1) organization experience and skill; (2) primary staff; (3) work plan and (4) the interview. Procurement provided scoring for the fifth criterion: compensation / fees.

Following are the interview rankings:

Firms	Panelist 1	Panelist 2	Panelist 3	Panelist 4	Panelist 5	Total	Final Rank
Serco	1	1	1	1	2	6	1
Flamingo	3	3	3	3	3	15	3
Robinson	2	2	2	2	1	9	2
Combined Scores	SB Preference	Cost / Fees	Org. Experience & Skill	Primary Staff	Work Plan	Interview	Total
Serco	0	1000	1050	700	800	690	4240
Flamingo	0	740	625	640	600	390	2995
Robinson	0	360	1150	860	880	645	3895

Based upon the ranking scores above, the Interview Panel made the determination that Serco Management Services Inc. (Serco) is the best qualified to staff and operate the ramp control facility. The key deciding factors were Serco's organizational experience and skill, the panel interview, along with the lowest proposed contract cost. Serco is the third largest air navigation service provider globally behind the FAA and Transport Canada. They operate eighty-five (85) air traffic control towers worldwide, including the air traffic control towers at Brown Field and Ramona in San Diego County; and have over sixty (60) years experience in performing ATC operations. Serco Management Services Inc.'s work plan ensures that their controllers will be fully trained and ready to provide ramp control services at 6:00 AM on April 15, 2013. Additionally, the hourly rates for the controllers and supervisor within their proposal were reflective of benefits, vacation, overtime and sick leave.

Therefore, staff recommends that the Board approve and authorize the President/CEO to execute an agreement with Serco Management Services Inc. to provide Ramp Control Facility services for five (5) years, which includes two (2) one-year options exercisable at the sole discretion of the President/CEO, in an amount not to exceed \$3,925,000.

Fiscal Impact:

The FY13 contract costs are covered within the Airside Operations budget with a savings of \$56,981. The FY14 conceptual budget will be adjusted to recover the increase of \$91,032 from the airlines.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

- Community Strategy Customer Strategy Employee Strategy Financial Strategy Operations Strategy

Environmental Review:

- A. This Board action is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Pub. Res. Code §21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coastal Act Pub. Res. Code Section 30106.

Equal Opportunity Program:

The Authority's small business program promotes the utilization of small, local, disadvantaged, and other business enterprises, on all contracts, to provide equal opportunity for qualified firms. By providing education programs, making resources available, and communicating through effective outreach, the Authority strives for diversity in all contracting opportunities.

The Authority has a Disadvantaged Business Enterprise ("DBE") Plan as required by the Department of Transportation, 49 CFR Part 26. The DBE Plan calls for the Authority to submit an annual overall goal for DBE participation on all federally funded projects.

This project does not utilize federal funds; therefore, it will not be applied toward the Authority's over-all DBE goal.

Prepared by:

GEORGE P. CONDON
DIRECTOR, AVIATION OPERATIONS & PUBLIC SAFETY



U.S. Department
of Transportation
**Federal Aviation
Administration**

December 7, 2009

San Diego County Regional Airport Authority
P.O. Box 82776
San Diego, Ca 92138-2776

ATTN:
George Condon
Director, of Airside Operations

Mr. Condon,

Your office provided airport improvement plans for the control tower review that will add 10 new gates and a taxi-lane west of Terminal 2 West. You asked if the control tower would accept control responsibility for the proposed addition to the airport.

The control tower accepts responsibility for the control of aircraft, vehicles, equipment and personnel on the controlled movement areas of the airport. FAA grants the tower manager authority to designate portions of the airport surface which are not visible from the tower as non-movement areas. The new gates and taxi-lane are not visible from the tower and will be designated as a non-movement area. The control tower cannot accept control responsibility of the new gates or the new taxi-lane.

At select times the new taxi-lane and new over flow parking areas could provide an improvement to airport operations and possibly reduce delays. Reduced delay time would depend on airport volume and direction of traffic.

The airport should create a ramp tower / control facility to control this area. Many other airports have ramp control facilities that manage non-movement areas. This type of facility located on the new terminal would have line of sight visibility of the new ramp area, could manage the gates, the over flow parking spots, and control aircraft taxiing on the new taxi-lane.

SAN Airport has very limited concrete. With coordination the control tower could work with a ramp control facility to utilize the new taxi-lane. The taxi-lane and ramp could provide an area for an arrival to hold clear of the movement area waiting for a gate, and an area to hold a departure aircraft with an extended departure delay (i.e. MSP ORD snow delay).

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The taxi-lane could also be used as an extension beyond taxiway Bravo during Runway 9 operations. Moving select Runway 9 departures into the taxi-lane would move the departure sequence forward and allow an arrival access to a gate sooner. The taxi-lane could also provide an area to help the tower with departure fix staging that could accelerate the Runway 9 departure line-up. There are days now when these suggestions would save several minutes' inbound delay for an arrival.

The control tower cannot take control of the new ramp. The tower is interested in working with a ramp control facility to develop procedures that would provide improvement to SAN airport operations.

Sincerely,



Jeffrey T. Tittle
Acting Air Traffic Manager
San Diego Lindbergh ATCT
San Diego, Ca. 92101

RESOLUTION NO. 2012-0132

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY, APPROVING AND AUTHORIZING THE PRESIDENT/CEO TO EXECUTE AN AGREEMENT WITH SERCO MANAGEMENT SERVICE INC. TO PROVIDE RAMP CONTROL FACILITY SERVICES FOR THREE (3) YEARS, WITH TWO (2) ONE YEAR OPTIONS EXERCISABLE AT THE SOLE DISCRETION OF THE PRESIDENT/CEO, IN AN AMOUNT NOT TO EXCEED \$3,925,000

WHEREAS, the Ramp Control Facility was constructed as part of the Green Build Project to provide a facility from which controllers could provide ramp control services, and

WHEREAS, on October 1, 2012, the San Diego County Regional Airport Authority ("Authority") issued a Request for Proposals (RFP) soliciting proposals from qualified firms to provide professional ramp control services, and

WHEREAS, on October 31, 2012, the Authority received three proposals from prospective firms in response to the RFP; and

WHEREAS, the Interview Panel , comprised of the Authority's Director, Aviation Operations and Public Safety; Manager, Airside Operations; Manager, Aviation Security and Law Enforcement; together with one representative from the Airline Industry (Delta Airlines Station Manager) and a former FAA Acting Manager for Lindbergh Control Tower (ATCT); and

WHEREAS, the Interview Panel interviewed all three firms and based the scoring criteria on: (1) organization experience and skill (2) primary staff; (3) work plan; (4) compensation / fees; and (5) interview; and

WHEREAS, based upon the ranked scores, the Interview Panel made the determination that Serco Management Services Inc. is best qualified to staff and operate the ramp control facility.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby approves and authorizes the President/CEO to execute an agreement with Serco Management Services Inc. to provide Ramp Control Facility services for three (3) years, with two (2) one-year options exercisable at the sole discretion of the President/CEO, in an amount not to exceed \$3,925,000.

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BE IT FURTHER RESOLVED that the Board of the San Diego County Regional Airport Authority FINDS that this Board action is not a "project" as defined by the California Environmental Quality Act (CEQA), Pub. Res. Code §21065; and is not a "development" as defined by the California Coastal Act. Pub. Res. Code §30106.

PASSED, ADOPTED, AND APPROVED by the Board of the San Diego County Regional Airport Authority at a special meeting this 13TH day of December, 2012, by the following vote:

AYES: Board Members:

NOES: Board Members:

ABSENT: Board Members:

ATTEST:

TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

BRETON K. LOBNER
GENERAL COUNSEL

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