



**COMMISSION  
AGENDA MEMORANDUM**

**Item No.**

6h

**ACTION ITEM**

**Date of Meeting**

January 28, 2020

**DATE:** January 21, 2019

**TO:** Stephen P. Metruck, Executive Director

**FROM:** Julie Collins, Director, AV Customer Experience & Brand Strategy  
Laurel Dunphy, Director, AV Operations

**SUBJECT:** Customer Service Operational Staffing Services

**Amount of this request:** \$2,260,000

**Total estimated contract cost:** \$5,000,000

**ACTION REQUESTED**

Request commission authorization for the Executive Director to execute an amendment to provide an additional \$2,260,000 in capacity to fund the customer service staffing contract with Flight Systems Services (FSS) through December 2020.

**EXECUTIVE SUMMARY**

The tremendous passenger growth at Seattle-Tacoma International Airport (SEA) (39 percent in the past five years), coupled with constrained facilities, construction, and evolving transportation options have contributed to a challenging customer experience at SEA.

On May 22, 2018, the Port Commission approved a one-year contract with two, one-year options for \$2.74 million to provide seasonal customer service assistance at various “hot spots” throughout the airport. Given challenges with Transportation Security Administration (TSA) staffing levels at the security checkpoints and safety concerns at the rideshare lot in the parking garage, these funds were expended at a higher pace than originally anticipated. Additionally, the originally anticipated “slow periods” for passenger travel did not occur so there were no breaks in service with augmented staff assistance at the security checkpoints.

Finally, over the past six months, additional needs for augmented customer service have emerged related to guiding customers through the launch of the Pre-Book Parking program and ensuring customer safety navigating the reduced escalator capacity during construction in the North Satellite. At the current rate of spending, funds for this contract will be depleted by April 2020. This contract amendment will provide the funding needed for year-round services at SEA.

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**JUSTIFICATION**

The current staffing model, which envisioned augmented customer service staff assistance only during limited “busy periods” has proven to be insufficient. Additionally, the areas where assistance with various operational-related functions at the airport (e.g. navigating the rideshare lot, utilizing the new pre-book parking reservation system, providing backfill staff support to TSA) is increasing and over longer periods of the day. In order to maintain adequate customer service assistance in the near-term, it is important to continue the ability to utilize the FSS contract. For the long-term, Airport staff is developing a comprehensive strategy to address the different types of customer service needs throughout the terminal including targeted higher-skills staffing at certain operational chokepoints, consistently staffed information kiosks and an increased cohort of airport volunteers.

**Diversity in Contracting**

Although this contract was executed prior to the current Diversity on Contracting guidelines, Port staff will coordinate with the Diversity in Contracting Department to identify, if applicable, appropriate WMBE aspirational goals.

**DETAILS**

Estimated types of Assistance (funding through the remainder of the contract – April 2020 – December 2020)\*:

- Security Checkpoint Queue Management: \$1.51 million
- Rideshare Lot Assistance: \$460,000
- Pre-Book Parking Program Assistance: \$ 170,000
- Construction Impact Assistance: \$ 120,000

Funds to cover these expenses have been included in the respective department budgets for 2020.

\*- The individual amounts are estimates only and staff may change the amount allocated in the above line items.

**Alternative 1** – Utilize remaining funds in the contract through March 2020 and discontinue augmented customer service staff assistance.

Cost Implications: Utilize the remaining funds in the FSS customer service staff contract (through April 2020) and forgo additional staff assistance for customers in key congestion and safety areas throughout the airport.

Pros: Cost savings of \$2.26 million

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Cons:

- (1) Customer Service levels continue to deteriorate, and safety risks are increased in key areas (e.g. security checkpoint queues, ride share lots)

This is not the recommended alternative.

**Alternative 2** – Amend contract to add \$2,260,000 through December 2020.

Cost Implications: Cost Implications: Fund the FSS customer service staff contract only through December 2020 at a total of \$2,260,000.

Pros:

- (1) Ensures augmented staffing customer staffing services are available through the end of 2020.
- (2) Provides the time needed in 2020 to comprehensively reassess the need for augmented customer service staffing across the airport and to procure a new contract at a funding level and time period that better meets the long-term needs to assist customers at SEA.

Cons:

- (1) Potential gaps in customer service augmented staff coverage if this contract lapses prior to establishing a long-term customer service operational staff strategy or prior to securing additional funds for the third-year option.

This is the recommended alternative.

**Financial Summary:**

<b>Commission Request for Additional FSS Contract Authority</b>	
Current Contract Authority	\$2.74 Million
Additional Contract Authority Being Requested (April – December 2020)	\$2.26 Million
Total Contract Authority Needed	\$ 5 Million

**ATTACHMENTS TO THIS REQUEST**

None

**PREVIOUS COMMISSION ACTIONS OR BRIEFINGS**

May 22, 2018 - The Commission authorized \$2.74 million for Customer Service Staffing at Seattle-Tacoma International Airport