



City of San Antonio

Agenda Memorandum

File Number:

Agenda Item Number: 20

Agenda Date: January 13, 2022

In Control: City Council A Session

DEPARTMENT: Aviation Department

DEPARTMENT HEAD: Jesus H. Saenz Jr.

COUNCIL DISTRICTS IMPACTED: Citywide

SUBJECT:

On-call Performance Management Consulting Services for the San Antonio Airport System

SUMMARY:

This ordinance approves a professional services agreement with Kaepfel Consulting, LLC (Kaepfel) to provide on-call performance management consulting services for the Aviation Department in an amount not to exceed \$150,000.00. The initial term is for three years with the option to extend for a two-year period. The initial cost of \$30,000.00 is available from FY 2022 Airport Operating and Maintenance Fund Budget. Funding for subsequent years is contingent upon City Council approval of the annual budget.

BACKGROUND INFORMATION:

The Aviation Department is developing a balanced strategy to align all employees of the Department towards a common vision, mission and strategic objectives. Activities supporting this effort include the development of operating plans (division and unit plans, resource commitments, operational measures and targets), executing strategy and measuring results (performance analysis, benchmarking, implement change, and continuous improvement), and communicating strategy (strategic objectives, strategy map, performance measures, change management, and risk management). As the department moves through each milestone, a

consultant is needed to assess the performance in creating this strategic plan compared to other similar airports and provide suggestions for improvement. The consultant will also assist staff in developing a communications plan and strategy to cascade the strategy down to all staff in the Department.

This is an on-call contract whose major tasks may include, but are not limited to:

- Gap analysis in performance metrics – As each division at the airport is providing their success measurements, the consultant will assist in identifying additional metrics that other airports may have seen value for inclusion
- Participating and planning of change management and engaging people. The consultant will identify the best practices to engage employees in change management.
- Tracking initiatives, developing and applying criteria to evaluate the effectiveness of implementation and provide suggestions for improvement

ISSUE:

The City issued a Request For Proposal on June 21, 2021 with a submission deadline of July 23, 2021. The City received five proposals and all responses were deemed eligible for evaluation. The evaluation committee consisted of representatives from the Aviation Department, Innovation Department and Bexar County who reviewed the proposal based on the published criteria of experience, background and qualifications, proposed plan, price, local preference program, and veteran-owned small business program. The scoring process was conducted virtually. Kaepfel was the highest ranked firm.

The Finance Department, Purchasing Division assisted by ensuring compliance with City procurement policies and procedures. A waiver for the Small Business Economic Development Advocacy Program was issued for this contract as there are no commercially-useful subcontracting opportunities existing within the contract. The Local Preference Program was applied in the evaluation of the responses received for this contract; however, Kaepfel did not receive any points. The Veteran-Owned Small Business Preference Program was applied in the evaluation of responses received for this contract; Kaepfel received the maximum available points as it is a veteran-owned small business.

ALTERNATIVES:

City Council could elect not to authorize this agreement with Kaepfel to provide on-call performance management consulting services for the Aviation Department. This decision would result in the Department not having access to specialized knowledge to assist in strategic initiatives.

FISCAL IMPACT:

This ordinance approves a professional services agreement with Kaepfel Consulting, LLC (Kaepfel) to provide on-call performance management consulting services for the Aviation Department in an amount not to exceed \$150,000.00. The initial term is for three years with the

option to extend for a two-year period. The initial cost of \$30,000.00 is available from FY 2022 Airport Operating and Maintenance Fund Budget. Funding for subsequent years is contingent upon City Council approval of the annual budget.

RECOMMENDATION:

Staff recommends the approval of a professional services agreement with Kaepfel for the Aviation Department.