

PERFORMANCE-BASED CONTRACT TENDER & QUALITY ASSURANCE INITIATIVE – AVIATION



Massport’s Boston Logan International Airport (BOS) is the primary airport serving New England with domestic as well as international markets, and is one of the nation’s busiest airports. There are four passenger terminals, A, B, C and E, each with its own ticketing, baggage claim, ground transportation service, food and retail operations. It has recently completed a \$168M expansion and renovation of Terminal E. The terminals are connected to the central parking garage by a walkway system. In all, there are 94 gates with contact jet bridges and nine regional jet gates at the airport, and more than 40 airlines fly nonstop to more than 100 domestic and international destinations. Logan passenger volumes are projected to reach 39.5 million passengers for fiscal year 2024 (July 1, 2023 – June 30, 2024).

BACKGROUND

Massport’s 2023 Janitorial Services tender initiative commenced early that year with a comprehensive review of their desired cleanliness targets post the COVID-19 pandemic. Following an \$800M+ renovation of Logan’s International Terminal E, scheduled for completion in late 2023, it would be important for Massport to ensure the traveling public’s experience through Logan International Airport was consistent with their mission of providing “A *world-class organization of people moving people and goods — connecting Massachusetts and New England to the world safely, securely, and efficiently, with a commitment to sustainability, our neighboring communities, and diversity, equity, and inclusion.*” This overarching goal led Massport to establish a two phase approach to their tender initiative, phase one for Logan’s Terminals and phase two for Logan’s Outparcels.

CLIENT OBJECTIVES

- Comply with all Massport procurement guidelines and protocols, and ensure all required janitorial and facilities services workstreams meet the Authority’s financial, procurement, service delivery and best practices goals
- Significantly improve the overall cleanliness of the Airport, including Terminals and all Outparcel facilities while supporting Massport’s mission for providing a *World Class* experience to the traveling public as New England’s gateway airport
- Create a scalable framework in order to facilitate future increased demand of travelers to, from and through Boston, MA and the New England region

STRATEGY

Elliott was engaged to assist the Logan facilities stakeholder team in developing a comprehensive performance-based Scope of Work for each separate tender initiative (Terminals as well as Outparcels) that consistently articulated Massport’s objective for a defined, quantifiable and measurable *outcome*, including developing a specific measurement framework to incent their selected service provider(s) to be *highly focused* on delivering and maintaining their contractually required levels of cleanliness & satisfaction. This outcome-based SOW framework included agreed-upon resources for each workstream, shift & day of week, and incorporated requirements for utilizing industry best practices and leading edge strategies to maximize the value of this ‘spend’ to Massport.



THE PROCESS

- Update all required SOW services consistent with Massport's stated Mission
- Update all facilities plans to include the Terminal E expansion and renovation, as well as all Logan Terminals and Outparcels fixtures and finishes
- Update all contract engagement documents in conjunction with Logan's Legal team and standardize the RFP submission protocols to ensure compatibility with Bid Express
- Create clear, measurable KPIs directly tied to the selected contractor's compensation, incorporating a mechanism as part of the overall performance | incentive measurement process that tracks the contractor's proposed staffing resources against those actually engaged by shift on a daily, weekly and monthly basis
- Establish an objective framework for evaluating and compensating the successful bidders' performance against the contract SOW requirements that includes objective and measurable "continuous improvement" processes as well as specific contract "deliverables"

RESULTS

Logan's Facilities team ultimately executed two separate but parallel tender initiatives with the Terminals RFP invitees being primarily contractor organizations with sufficient scale and experience to successfully deliver the required outcomes, while the Outparcels RFP invitees being primarily contractor organizations that either met Massachusetts MBE requirements or who could partner with state registered MBE organizations performing more than 80% of the total contract value work.

While this approach increased overall cleaning costs to Massport, both contracts incorporated higher performance goals, more specific measurement metrics for all KPI categories (*cleanliness, user satisfaction, ATP ranges, and continuous improvement in processes, procedures and outcomes*), a requirement for employing industry *best in class* practices and equipment usage, and utilization of leading edge technologies to monitor real time usage (*by incorporating actual airline flight arrival & departure schedules*) for cleaning labor assignments.

SUMMARY

The *high profile* of Boston's Logan International Airport, coupled with Massport's strategic objective to significantly improve the traveling public's *'first impressions'* created by New England's gateway airport but complicated by a *challenging labor market*, presented a unique opportunity for Elliott to not only incorporate the four key components of Elliott's Performance | Outcome-based approach (*i.e., measured cleanliness, user / stakeholder satisfaction, continuous improvement and ATP measurements*), but also *couple* incentives & performance related deductions to the contractor's Design Proposal staffing so that *monthly performance shortfalls* that included *less than contracted staffing* had a meaningful financial impact on the contractor's profitability. Success of the new contract SOW performance success, validated through a number of performance measurement mechanisms, including a monthly Elliott Quality Assurance inspection platform, now rests on the collaborative effort of all parties involved.

ABOUT ELLIOTT AFFILIATES, LTD.

Elliott Affiliates, Ltd. (EALTD) is an active provider of janitorial consulting, advisory, inspection, and performance management services. Founded in 1973, we were one of the earliest developers of the performance-based cleaning strategy and have reviewed, created, or modified over 530 of these contracts over the years. Elliott Affiliates, Ltd. is a chartered Maryland corporation and a 100% woman-owned business (WBE).

- [Elliott's RFP/Bid Advisor](#): Provides buyers with a range of services spanning the RFP process.
- [Elliott's eSpecX](#): Makes it easy to create a custom cleaning program, optimized for your best results in minutes.
- [Elliott's EA-Inspect](#): Provides custom inspection service app to monitor and improve the performance of your cleaning program.

To schedule a free consultation, please email us at project-admin@ealtd.com

