



Memorandum

TO: Christopher Mazzella
Inspector General

DATE: March 31, 2004

FROM: Angela Gittens
Aviation Director

SUBJECT: Response to OIG
Final Report of
March 17, 2004

This memorandum responds to the Office of the Inspector General's (OIG) Final Report--Redacted titled *Security Screening of Construction Personnel Working on the North Terminal Development (NTD) Project*, dated March 17, 2004.

Changes to security screening procedures

As you know, the Aviation Department has implemented additional security measures pertaining to construction workers on the North Terminal Development Project. The Department has extensively deployed additional personnel and added additional procedures in numerous locations at an annual cost of \$360,000. These security enhancements have been discussed with you in detail and exceed the requirements established by the Transportation Security Administration (TSA). The Aviation Department considers these measures appropriate for the "relative risk associated with the NTD construction project."

In addition to this additional security, the OIG recommends that "the perimeter access security screening of construction personnel entering the AOA be no less thorough than what is currently required of the traveling public, employees, and construction personnel working inside the airport concourses, or passing through the other . . . points of entry. . . ."

The Department has analyzed the direct cost associated with implementing this recommendation, and calculates it to be \$1.3 million annually (\$1 million in salaries and fringe benefits, and \$300,000 in additional equipment). This does not include the millions of dollars in additional project costs that would be incurred by contractors and passed on to the County. Nor does it include the millions of project delay costs and the months of construction schedule delays that would result if the OIG's recommendations were implemented.

Further, screening construction employees to the same standards as those for the traveling public is not sensible because the tools and implements carried by construction workers to do their jobs are not items that passengers would be allowed to take onto commercial aircraft.

Temporary non-photo identification badges

The combined North and South Terminal projects have 426 active participant companies. Of these, 125 companies have a total of 1,110 non-photo passes issued to them. Active ID badges have been issued to 3,620 construction employees; 2,711 of those have passed the fingerprint-based Criminal History Records Check (CHRC) with no records, and 909 have been issued a badge with a non-disqualifying criminal record, as permitted by TSA regulations.

If the Department were to deny badges to all persons with non-disqualifying criminal records, the construction workforce would be immediately reduced by approximately 25%, with no transition period. Other immediate consequences would be a drastically smaller pool of skilled tradespeople, higher wage costs due to necessary overtime for those remaining and incentives to attract other qualified craftsmen, and an inevitable construction schedule slippage due to personnel shortages. The cost to the Capital Improvement Program is estimated at \$300 million. The policy would also affect other Airport business entities, denying their workers with non-disqualifying criminal records the right to work in many areas of MIA.