Lincoln Airport Authority
REQUEST FOR QUALIFICATIONS
FOR
Strategic Planning Facilitation Services

Sealed Responses will be accepted until August 16th, 2019, at 3:00 PM, CST, by the Lincoln Airport Authority, the “Authority”, 2400 West Adams Street, Lincoln, NE 68524, to provide the Authority with Strategic Planning Facilitation Services for the development of a strategic plan to confirm a vision, mission and companion strategic goals & objectives for Lincoln Airport, all in accordance with the conditions stated in the Request for Qualifications (RFQ) documents.

RFQ documents may be obtained by accessing the Authority website at www.lincolnairport.com or by emailing Chad Lay, Director of Planning and Development, at C.Lay@lincolnairport.com. Responses may be submitted to the above address and are to be marked: “Strategic Planning RFQ.”

The Authority is an Equal Employment Opportunity (EEO) organization which does not discriminate against any prospective Responder on the basis of race, religion, color, sex, age, national origin, sexual orientation, or presence of any sensory, mental, or physical disability in the consideration of contract award. Successful Responder will be required to comply with all EEO, federal, state, and local laws and regulations.

Since the Lincoln Airport (LNK) is a nonhub primary airport, it is required to have a Disadvantaged Business Enterprise (DBE) program in accordance with regulations of the US Department of Transportation 49 CFR Part 26. All DBE firms and small businesses qualifying under this solicitation are encouraged to submit Responses. Additional information on the DBE program is available upon request.
INTRODUCTION
The Authority is seeking Responses from qualified Consultants to provide assistance in the development of a new strategic plan. The successful Consultant will work closely with the Authority and its diverse range of stakeholders to shape this effort over the course of an eight to twelve-month period, starting July, 2019.

The Authority reserves the right to accept or reject any or all Responses, negotiate with any responder, alter the scope of work, award multiple contracts to more than one responder, to waive any informalities and irregularities in the submission process, to extend the date for submittal of Responses, to request additional information from any or all responders, to supplement, amend or otherwise modify the RFQ prior to the closing date and time, to cancel this request with or without the substitution of another RFQ, to re-solicit or cancel the procurement process, and to select a Response which is considered to be in the best interest of the Authority.

Sealed Responses shall be submitted by 3:00 PM, CST, August 16th, 2019, and delivered to:

Attn: Chad Lay
Lincoln Airport Authority
2400 W. Adams St.
Lincoln, NE 68524

All Responses will be time-stamped upon receipt and any Responses received after the time specified above will be returned unopened. In bold lettering, mark the sealed envelope with the following words: “STRATEGIC PLANNING RFQ”. Faxed or emailed copies will not be accepted. All complete Responses become the property of the Authority and must be provided without cost to the Authority. Except as otherwise provided for herein, Responses which are incomplete or which are not in conformance with the law, may be rejected as nonresponsive.

Responses shall not be returned unless a written request to withdraw is received prior to 3:00 PM, CST, on August 16th, 2019. Any Response submitted will be deemed to be valid for a period of up to 90 days following the closing date of the RFQ. Timely Responses received shall be subject to applicable laws and regulations governing public disclosure. Submission of a Response indicates acceptance by the Responder of the conditions contained in this RFQ, and the intent to enter a Contract with the Authority.

Information that is considered by a Responder to be proprietary may still be subject to release as a component of a public records request subject to review by Airport Authority Counsel. Proprietary information should be clearly marked as “confidential” or “proprietary” on each page on which such information appears. Responders should not expect the Authority to seek confidentiality protection for any claimed privileged or proprietary information in the written Response just because the material is marked “confidential” or “proprietary.” Any information that the Responder believes to be exempt from disclosure under the Public Records Act (Neb. Rev. Stat. 84-712 et seq.) must be capable of being separated or redacted from the Response, and should be clearly and specifically marked.
This RFQ does not obligate the Authority to enter into a Contract or pay any costs incurred in the preparation of a Response pursuant to this RFQ or incurred in subsequent negotiations. It is the intention of the Authority to negotiate a Contract with the Responder it deems most beneficial to the Authority. During the Response evaluation process, the Authority may request additional information or clarification from Responders.

By submittal of a Response pursuant to this RFQ, the Responder certifies that no fee or commission, or any other thing of value, has been paid or agreed to be paid to any employee, agent, representative, official or current Responder of the Authority in order to procure the Contract described in this RFQ. The Responder also certifies that the financial information in its Response has been arrived at independently and without consultation, communication, or agreement with the Authority, or other Responders, to restrict competition as to any matter relating to this RFQ.

Responders shall assume full responsibility to review and evaluate the entirety of this RFQ, and any Addendum which may be issued, and to become fully informed of the detailed instructions and requirements of this RFQ and the future Contract expectations. Responders shall thoroughly examine and become familiar with this RFQ, the Response forms, and all related documents comprising this RFQ and any written Addendum thereto. Each Responder shall judge for itself all conditions and circumstances within this solicitation having relationship to its respective Response.

Submission of a Response shall constitute an acknowledgment that the Responder has thoroughly examined and is familiar with this RFQ and all Addendums which may be issued. The failure or neglect of a Responder to receive or examine any RFQ documents or Addendum shall in no way relieve Responder from any obligation with respect to the Response or the obligations that result from submitting a successful Response. No claim based upon lack of knowledge or understanding of this RFQ or its contents shall be allowed. The provisions and terms of the contract may be revised or adjusted by the Authority prior to final execution.

**Equal Employment Opportunity** – The Authority is an Equal Employment Opportunity (EEO) organization, which does not discriminate on the basis of race, religion, color, sex, age, marital status, national origin, sexual orientation, or the presence of any sensory, mental or physical disability in consideration of a contract award. The successful Responder will be required to comply with all federal, state, and local laws and regulations.

**Prohibition Against Lobbying** – The Responder shall not lobby, either on an individual or collective basis, the Authority (its associated employees, or outside advisors) or any federal, state, or local elected or public officials or staff regarding this RFQ or its written Response. Responders, the Responder’s acquaintances, friends, family, outside advisors, agents, or other representatives shall not contact the Authority, Authority staff, the Authority’s outside advisors or any federal, state, or local elected or public officials to arrange meetings,
visits, or presentations to influence the outcome of the selection process. Violation of this provision, by or on behalf of a Responder, intentionally or unintentionally, will result in disqualification of the Responder and/or rejection of a written Response.

**Questions, Inquiries and Contact with Authority Staff** – The Authority is committed to providing all interested parties with accurate and consistent information in order to ensure that no Responder obtains an undue competitive advantage. To this end, from the date of this RFQ through award of contract, the Authority contact is: Chad Lay, Director of Planning and Development.

All questions from Responders must be submitted in writing, electronically, to C.Lay@lincolnairport.com by July 26th, 2019. It will be the sole responsibility of the Responder to ensure questions are submitted in a timely manner. Answers to questions will be posted on the Authority’s website by August 2nd, 2019.

It shall be the Responder’s responsibility to monitor the Addendums that may be issued under and as a part of this RFQ. Copies of this RFQ, and any Addendum issued, are available for viewing at the following link: www.lincolnairport.com.

Any Addendums so issued are to be considered a part of this RFQ document. Therefore, receipt of all Addendums issued during this RFQ must be acknowledged on the Signature Page included with your Response.

**Insurance** – The Responder shall, during the whole of the term of this contract take out and maintain insurance, in such form and with such companies as the Authority may reasonably approve in the minimum amounts describe in Appendix 1. Evidence of insurance coverage as required shall be provided to the Authority upon execution of the Contract.

**Disclaimer** – It is the responsibility of each Responder to investigate and be satisfied as to the facts and conditions prior to submitting a Response. The Authority makes no representation or warranties and accepts no responsibility for the accuracy or completeness of any information supplied. Responders are responsible for obtaining their own independent financial, legal, accounting, and technical advice on all Response matters. Any failure to become fully knowledgeable shall be at the Responder’s sole risk. The Authority assumes no responsibility for any interpretations made by Responders on the basis of information provided in this RFQ or through any other source.

**AIRPORT BACKGROUND**
The Lincoln Airport (LNK) is located in the northwest quadrant of Lincoln, NE and is under the care, custody and control of the Authority. The Authority is governed by a five-member Board of Directors elected by the general populace.

LNK is a vital transportation and industrial hub for the region with both commercial and general aviation activities as well as a growing industrial park. With approximately 300,000 passengers traveling to or from LNK’s international hub destinations of Atlanta, Chicago, Denver, and Minneapolis, LNK is the second largest airport in the State of Nebraska. It is the home base for several large general aviation enterprises, including Duncan Aviation and Silverhawk Aviation, and an expanding hub for industrial companies such as Hexagon Lincoln, Lincoln Industries and PCE.
While numerous planning efforts have been conducted over the last decade, mainly involving master planning of infrastructure related to operational surfaces, general aviation areas and industrial park development, there is no documentation to indicate that the Airport has ever undertaken the development of a strategic plan to confirm a vision, mission and companion strategic goals & objectives. As such, it should be assumed that this project will not have any prior foundation from which to work and will be a clean slate effort.

**SCOPE OF SERVICES**

The Scope of Services includes some or all of the following activities:

**Perspectives Gathering** – Conduct interviews and collaborative work sessions to develop an understanding of the key challenges, opportunities and constraints facing the Airport. Meeting(s) to be facilitated with the following representatives:

**Airport Authority Board, Management and Staff:**
1) One meeting with the 5 members of the Airport Authority Board
2) One meeting with the 4 members of the Management Team
3) One Airport wide meeting for staff who are interested that gives a very broad overview of the intent and process. While input may be collected at this meeting, it is expected that it will serve as an information session with staff being encouraged to share any thoughts they have with members of the senior team as the process moves forward.

**External Partners:** *City of Lincoln, Lancaster County, Lincoln Chamber of Commerce, Small Business Association, Economic Development, University of Nebraska, Airport Tenants and Travelers*

While the exact number of participants from each entity is challenging to determine, it is anticipated that the meetings will be grouped to make as efficient use of time as possible. Examples of grouped meetings could include:
1) City, County and other Governmental Representatives
2) Traveling Public and Terminal Tenants
3) Chamber of Commerce, Small Business Association, Economic Development Association and interested Non-Aeronautical Tenants
4) General Aviation and Military Tenants
5) University of Nebraska Representatives

As a part of the Perspectives Gathering work elements, include a SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis for LNK. This information will be utilized to support the development of the strategic plan elements. Special emphasis should include, but not be limited to the following:

**External Factors:** trends and developments to be considered an impact for LNK;

**Development of Draft Strategic Plan Elements** - Utilizing information from the Perspectives Gathering develop the elements of a Draft Strategic Plan. Plan may include, but shall not be limited to, the following information:

- **Vision Statement for LNK:** A Vision statement defines what LNK aspires to be or achieve in the long term.

- **Mission Statement for LNK:** A Mission statement defines what you do, why you exist, and who you serve.
• Strategic Goals & Objectives for LNK: Develop 4-6 Strategic Goals that result from the Perspectives Gathering output; each Strategic Goal should include another 4-5 Objectives that support each of these Strategic Goals. Planning horizon for the Strategic Goals & Objectives should be five years.

• Identify a companion set of Values that can be embraced by LNK: Values are the ideals and beliefs that lead decision-making and guide our conduct regardless of the situation.

Validation of Draft Strategic Plan – Conduct two meetings with the Airport Authority Board, and two meetings with the Airport Authority Management and Staff to obtain feedback regarding the Draft Strategic Plan. The objectives of these meeting will be to:

• Validate the components of the Draft Strategic Plan, including the Vision, Mission, Strategic Goals & Objectives, and companion Values. Seek input and feedback from the Airport Authority Board and Management Staff to ensure the Draft Strategic Plan reflects the direction to be undertaken at LNK;

• Develop “buy-in” to the plan and its content.

Strategic Plan Document Finalization – Utilizing feedback from the validation process, finalize the Vision & Mission Statements, Strategic Goals & Objectives, and companion Values

• Prepare a single page Strategic Plan document and a single page Values document suitable for posting in both electronic and print format.

• Prepare communication messaging for the Executive Director in support of the roll-out of the Strategic Plan to the Airport Authority Board, Management & Staff.

• Prepare additional communication messaging for the Executive Director in support of roll-out concepts of the Strategic Plan for external business partners, including the City of Lincoln, Lancaster County, Lincoln Chamber of Commerce, University of Nebraska, and traveling public.

Strategic Plan Implementation

• The Airport Authority Board, Management & Staff anticipate the need for additional assistance beyond the development of the Strategic Plan in order to effectively carry out the plan. For purposes of this Response, the Consultant firm should include their team’s approach to each of these items, but do not include pricing for each of these items. LNK will review with the selected Consulting team how best to resource these items. Areas of additional support may include:

• Governance: Identification of governance issues that should be considered by LNK to effectively carry out its Strategic Plan.
• Annual Goals: The development of annual tactical goals in support of the Strategic Goals & Objectives contained in the Strategic Plan. Tactical goals should also include Key Performance Indicators (KPIs) to assist LNK staff with evaluating the successful implementation of the Strategic Plan. This may also include the identification of critical path priorities for the Strategic Plan.

• Organizational Alignment, Development & Transformation: This includes a review of the LNK organization to determine optimal staffing levels to support the components of the Strategic Plan as well as staff development opportunities to allow the organization to grow and excel through the implementation of the Strategic Plan. The Consultant may be required to review job classifications, compensation and overall organizational alignment to ensure LNK is positioned to efficiently carry out the Strategic Plan.

• Develop tools and assist staff with monitoring processes to evaluate progress toward achieving the goals of the Strategic Plan.

RESPONSE REQUIREMENTS
The Authority requires that Responses are limited to ten double (twenty single) sided 8 1/2 X 11 pages including the cover letter with a brief description of the firm or individual, as well as the name and contact information of the principal. Responders must include an email address for the primary point of contact for this RFQ in the cover letter. Font size shall not be any smaller than Arial 12 point or equivalent.

Responder shall submit six printed copies and one electronic copy of the Response on a flash drive together in a sealed package to:

Attn: Chad Lay
Lincoln Airport Authority
2400 W. Adams St.
Lincoln, NE 68524

Package must be clearly marked “STRATEGIC PLANNING RFQ.”

RESPONSE CONTENTS
RFQ Responses must be completed and prepared in a form that provides an insightful, straightforward and concise overview of the capabilities of your firm. Additional facts and information other than those listed below may be included if it will help to highlight your firm’s qualifications and experience. All materials submitted in Response to this RFQ shall become the property of the Authority and shall be considered a part of the public record of the Authority except for any proprietary financial information that should be clearly marked as confidential.

• Cover Letter – Cover letter should include a brief description of the firm or individual, as well as the name, email and contact information of the principal. It should also acknowledge that the Responder will comply with all the terms and conditions set forth in the Request for Qualifications, unless otherwise agreed by the Authority.

• Executive Summary – Executive Summary should contain an outline of your general approach to the provision of services in addition to a brief summary of your
qualifications to engage in a professional service relationship with the Authority. It should also include purpose, outcomes and key points on the timeline.

- **Key Personnel** – List all personnel to be involved in the process along with their role, expected number of hours and prior experience. Summarize all facilitators’ qualifications and experience.
- **Project Plan** – Describe methodology, tasks, timeline, hourly rates for each of the key personnel and key dates.
- **References** – Provide contact information of three current or previous clients. Airport clients preferred.
- **Work Samples** – Provide two or more executed strategic plans and related contact information. Airport samples preferred.

The following minimum qualifications are required:

- Five or more years of experience performing the type of work required in this Request to include experience with public agencies, preferably government agencies and airports.
- Experience in leading strategic planning efforts across multi-functional departments (i.e. Airport and Industrial/Business Park)
- Sufficient resources to complete the work.
- Proven track record in performing said work.
- Familiarity of, and compliance with, all local, state and federal laws and regulations pertaining to said work.
- Excellent interpersonal and communications skills.

**SELECTION CRITERIA**
Authority staff will evaluate each Response and will determine the one best suitting the needs of the Airport. The Authority reserves the right to select a Consultant based solely on the Responses, however may conduct interviews. Interviews are at the sole discretion and option of the Authority and may not be afforded to any or all Consultants.
SIGNATURE PAGE
The undersigned Responder, having examined these documents and having full knowledge of the condition under which the work described herein must be performed, hereby proposes that she/he will fulfill the obligations contained herein in accordance with all instructions, terms, conditions, and specifications set forth; and that she/he will furnish all required products/services and pay all incidental costs in strict conformity with these documents, for the stated prices as payment in full.

Submitting Consultant: ____________________________________________

Address: ______________________________________________________

City: __________________________ State: ____________ Zip: __________

Authorized Representative (print): ________________________________

Authorized Signature: __________________________________________

Date: __________________________ Email: _________________________

Phone #: 

EXCEPTIONS/DEVIATIONS to this Request for Qualifications shall be taken below. If adequate space is not provided for exceptions/deviations, please use a separate sheet of paper. If your company has no exceptions/deviations, please write “No Exceptions” in the space below.

FIRM PRICING - Indicated rates shall remain firm for a minimum of 90 days after the due date of this solicitation unless indicated otherwise. Accepted rates shall remain firm for the duration of the Agreement.

ADDENDA – www.lincolnairport.com. It is Responder’s responsibility to check for issuance of any addenda at the above website. The authorized representative hereby acknowledges receipt of the following addenda:

Addenda Number: ______ Date: ___________ Addenda Number: ______ Date: __________

Addenda Number: ______ Date: ___________ Addenda Number: ______ Date: __________