

SUSQUEHANNA AREA REGIONAL AIRPORT AUTHORITY
One Terminal Drive
Middletown, PA 17057

April 15, 2021

**REQUEST FOR PROPOSALS (RFP)
ORGANIZATIONAL ASSESSMENT**

Notice is hereby given that the Susquehanna Area Regional Airport Authority (hereinafter "SARAA") is seeking proposals from qualified consultants to review and assess SARAA's organizational structure, administrative and operational functions, performance measures and levels of staffing. A successful respondent (or respondent team) will be selected by SARAA based on the process detailed below. The complete RFP may be found on the SARAA website at:

<http://www.flyhia.com/business-opportunities/airport-projects>

DUE DATE: Proposals must be received no later than 2:00 p.m. on Thursday May 13, 2021. Proposals may be hand-delivered to SARAA's offices at One Terminal Drive, Suite 300, Middletown, PA. No proposals will be accepted after 2:00 p.m. on Thursday May 13, 2021.

SARAA will make the final selection of the firm or team of firms to perform the proposed services. SARAA reserves the right to cancel any and all solicitations and to accept or reject, in whole or in part, any and all proposals when it is in the best interest of SARAA as determined by SARAA in its sole discretion.

All questions about the process and procedure may be directed to Timothy J. Edwards, Executive Director by e-mail at tedwards@saraa.org. All questions related to the substance of the RFP shall be submitted to Mr. Edwards in writing (either by e-mail or U.S. mail) no later than Friday, April 30, 2021. Any answers will be posted as an addendum on the website referenced above no later than close of business on Friday, May 7, 2021.

REQUEST FOR PROPOSALS

SUSQUEHANNA AREA REGIONAL AIRPORT AUTHORITY ORGANIZATIONAL ASSESSMENT

INTRODUCTION

The Susquehanna Area Regional Airport Authority (“SARAA”) is requesting proposals from qualified firms with experience in the preparation of organizational assessments for public entities. SARAA is seeking proposals from firms to review and assess the current organizational structure, administrative and operational functions, performance measures and levels of staffing. The firms final report will make recommendations that will enhance present and future organizational function. The results should be in alignment with SARAA’s strategic goals.

BACKGROUND

Airport facilities owned and operated by SARAA include Harrisburg International Airport, Capital City Executive Airport, Franklin County Regional Airport and Gettysburg Regional Airport. Harrisburg International Airport is a 680-acre commercial air service facility, located in Middletown, Dauphin County, Pennsylvania.

SARAA currently has a total count of 110 employees (105 full-time equivalents) responsible for the administration and operation of fifteen (15) unique and separate departments. SARAA’s organizational chart lists the following departments: Directors Office; Finance; Human Resources; Marketing; Engineering; Supply; GA Airports; Building Maintenance; Vehicle Maintenance; Grounds Maintenance; Water and Sewer; Fire Department; Operations Department; Police Department; and Traffic Control.

HIA serves fifteen non-stop destinations from a twelve-gate modern terminal building and multi-modal parking facility that opened in 2004. Airlines serving HIA include American Airlines, United Airlines, Delta Airlines, Frontier, and Allegiant. In 2019, HIA served approximately 1.5 million total passengers. Air cargo services are provided by FedEx and UPS. The other three airports owned by SARAA are characterized as general aviation airports.

PROJECT COMPONENTS

This project will address several goals that have been identified as priorities of SARAA. The tentative Scope of Work includes four (4) key components:

1. Conduct a detailed examination of SARAA’s organizational structure and functions.
2. Assess the functional assignments and staffing levels necessary to perform required duties.
3. Review workflow processes including a review of SARAA job descriptions.
4. Provide recommendations related to opportunities for operational efficiencies.

THE CONSULTING ASSIGNMENT

The purpose of this RFP is to identify, select, and engage a qualified and capable firm to provide professional services necessary to provide SARAA a detailed assessment of organizational function. Performing a formal organizational assessment allows the organization to identify strengths and weaknesses and must have the participation of key stakeholders across the organization. An assessment is an excellent way to take a step back and to evaluate how the organization is operating.

This RFP provides information necessary for firms and sub consultants (if required) to submit proposals for the services mentioned above. The objective is to select the interested consultant most highly qualified to provide the services. Previous experience with the organizational assessment function and aviation-related activities in similar organizations will be considered in the consultant selection process. The goal of this RFP is to select a team of one or more firms with all the disciplines necessary to efficiently carry out the services.

The successful respondent will demonstrate the ability to complete the following Scope of Work in a manner acceptable to SARAA. This involves a strong demonstration of previous assessment efforts, as well as intimate knowledge of and expertise in organizational design and performance, strategic leadership, establishing personnel performance measures, and succession planning. Although the Scope of Work is detailed, SARAA is open to creative suggestions for how to achieve its assessment and implementation goals.

SCOPE OF WORK

The draft scope of work is presented for the purposes of developing the RFP. The final scope of work will be developed as part of the contract negotiations. In general, SARAA is requesting that the successful respondent provide overall organizational assessment services for the following:

- 1. Conduct an examination of SARAA's organizational structure and staffing. Develop recommendations for improvement to include a detailed analysis of SARAA's existing organizational model and optimal organizational design.**
 - a. Identify current supervisory ratios and organizational needs, develop recommendations for appropriate supervisory ratios.
 - b. Assess administrative strengths and identify areas requiring additional support and staffing.
 - c. Provide recommendations to improve staff retention and succession planning.

2. **Evaluate whether SARAA’s organization is structured in a manner that facilitates and promotes the achievement of SARAA’s strategic objectives.**
 - a. Assess interdepartmental collaboration and communication including executive level staff interaction with the SARAA Board of Directors.
3. **Evaluate current employee performance measures. Where applicable, develop recommendations for new performance measures and provide guidance on how the new measures should be implemented.**
 - a. Identify best practices and performance measures that should be adopted by SARAA.
4. **Develop recommendations for improving SARAA’s administrative and organizational performance, and identify the steps required to implement each recommendation.**
 - a. Assess SARAA’s existing organizational culture and establish measurement criteria to allow ongoing assessment at regular (annual) intervals.

SUBMISSION REQUIREMENTS

1. **DEADLINE:** One original, one electronic, and three (3) bound copies of the proposal (20 pages maximum with all attachments) must be received by SARAA at the following address on or before **May 13, 2021 by 2:00 p.m.** Faxed proposals will not be accepted. Please write “Proposal for Organizational Assessment” on the outside of the submission envelope.

Susquehanna Area Regional Airport Authority
One Terminal Drive, Suite 300
Middletown, PA 17057
Attn: Timothy J. Edwards

2. **PROPOSALS:** Proposals must include either one company or a joint venture with a lead firm. The consulting team must include a firm or firms that demonstrate significant experience in conducting a thorough organizational assessment of a public/governmental entity. Sub consultants may be designated and utilized for work as outlined in the proposals. The proposal must contain the following:
 - a. Executive Summary, which includes a cover letter describing the firm(s) and acknowledging interest in the project. Include a primary contact person, address, and telephone and fax numbers.
 - b. Firm Description and History, including those of sub consultant firms. Include relevant experience on other assignments (preferably as related to public interests) within the last five (5) years. The consultant must describe the project team organization, specify individuals (including those from subconsultants) identified for key positions, and include their resumes.

One person may fill two positions, or two people may share a position. The resume must be current and must specify educational qualifications and experience related to this type of project. Key positions include the following:

- The Project Director/Manager shall be responsible for all aspects of the project, including proposal preparation, contract negotiation, contract administration, direction, and scheduling of team members and subconsultants, presentations, submission of deliverables and payment requests.
 - The Consultant shall agree that the Project Director and other staffers identified in the proposal shall be the persons utilized throughout the project. Any change in the status of those positions must be submitted in writing and approved by SARAA.
- c. Description of the Proposed Approach and Methodology for carrying out the Scope of Work. The description should identify major tasks to complete the Scope of Work, the organization of the project team, and the roles and responsibilities of individual members. The description should convey the firm's understanding of the project.
- d. Description of Previous Participation in disadvantaged and local business programs.
- e. Current Clients and References: The submission should contain:
1. a complete list of current public sector clients and those served within the preceding twelve months of the submission date.
 2. a list of at least three clients for whom you have provided an organizational assessment to within the past five years and an example of a success achieved with them. Include the client, contact name, email address and phone number.
- f. Cost Proposal: Submit a schedule of fees and a not-to-exceed amount in a **separately sealed envelope included in the submittal package**. Provide the hourly rates of individual or firm's staff. This information will not be used as the sole determining factor for contract award. The schedule of fees shall include a task list with a breakout of the anticipated fees per task.

For SARAA to evaluate the cost proposal, proposers must include for each element of the Work Plan the staff, hours, hourly rate, and total cost.

The Cost Proposal should be marked "confidential" and sealed in a separate envelope marked "Cost proposal."

3. **INQUIRIES**: All inquiries concerning this RFP should be directed to Timothy J. Edwards at tedwards@saraa.org. Mr. Edwards is authorized only to direct the attention of Project Managers to various portions of this RFP (including all attachments) and to consider requests for clarification. Neither Mr. Edwards nor any other employee is authorized to give interpretations of this RFP or to give information as to the requirements thereof in addition to that contained in the RFP. Interpretations or additional information, if provided, will be communicated to firms by written addenda from Mr. Edwards and shall be considered part of the RFP. Firms should not contact other employees or

consultants of SARAA or any other governmental entity regarding these requests or send copies of proposals to them. Failure to observe this requirement may result in the firm's disqualification from consideration pursuant to this RFP.

4. **SELECTION PROCESS AND NEGOTIATION:** SARAA will evaluate all submissions for completeness and compliance with the terms and conditions of the RFP. A Selection Committee consisting of representatives from SARAA, along with other individuals deemed necessary, will review qualifications of submittals. SARAA and the successful respondent will promptly negotiate a contract after selection. If a mutually satisfactory contract cannot be reached with the selected respondent, SARAA will terminate all negotiations with the selected respondent and enter negotiations with the second-place respondent as determined under the selection criteria.

5. **CRITERIA:** The Selection Committee will evaluate all proposals received by SARAA and will first be reviewed by the Committee for completeness. Those proposals not meeting the Threshold Criteria (Attachment 1) shall be disqualified and shall not receive further review. The Committee will rank the submissions according to the following criteria, but not necessarily in this order:
 - a. Qualifications and Experience of Firms and Personnel: The Selection Committee will evaluate the respondent's projects that demonstrate the respondent's experience, expertise, and quality of work. If the proposal is a joint venture, the Selection Committee will evaluate the primary respondent's work, the sub consultant's work, and the experience of the project team working together. Qualifications of personnel will be evaluated by education, experience, and demonstrated expertise in related projects.

 - b. Understanding of the Scope of Work: The Selection Committee will evaluate the respondent's understanding of SARAA's goals and objectives as shown through the overall conceptual approach, organization, schedule, allocation of resources by task, methodologies, and presentation of the proposal.

 - c. Cost Proposal: This information will not be used as the sole determining factor for contract award.

6. **Schedule:** It is anticipated that the solicitation and proposal process shall be conducted in accordance with the following schedule; however, SARAA reserves the right to modify schedule in its discretion.

i.	Advertisement of RFP on SARAA website	April 15, 2021
ii.	RFP Available	April 15, 2021
iii.	Proposals Due	May 13, 2021
iv.	Contractor Selected	Week of May 31, 2021
v.	Contract for Services Initiated	Week of June 28, 2021

7. **RESERVATION OF RIGHTS:** SARAA reserves the right, in its sole discretion, to reject at any time any or all proposals and to withdraw this RFP without notice. SARAA reserves the right to waive compliance

with and/or change any of the items of this request. SARAA reserves and may exercise the following rights and options with respect to this selection process: to request some or all of the respondent firms to provide additional material, clarification, confirmation, or modification of any information in the submission; to supplement, amend, substitute, or otherwise modify this RFP any time prior to the selection of one or more firms for negotiation, and to cancel this RFP with or without issuing another RFP; to request that some or all of the respondent firms modify proposals based on the review of all proposals; to approve or disapprove the selection of or use of sub consultants; to terminate any negotiations at any time; to accept or reject at any time prior to the execution of a professional services contractual agreement all submissions and/or to withdraw the RFP without notice; to expressly waive any defect or technicality in any proposal; to solicit new proposals; to negotiate a contract fee based on milestone payments; to assign any or all of the finalized and executed contract to a third party.

8. **EVENTS OF DISQUALIFICATION OR DEFAULT:** After the selection of firms for negotiations, the following, in the sole discretion of SARAA, may be treated as Events of Disqualification or Default of a particular firm: the unilateral withdrawal by the firm; failure to proceed substantially in accordance with the proposal as submitted; material misrepresentation, omission, or inaccuracy contained in any document submitted either with the firm's proposal or subsequent thereto.
9. **REMEDIES:** Upon an Event of Disqualification or Default by a selected firm, the following remedies shall be available individually and collectively: the selection of the firm may be rescinded; SARAA may declare null and void any agreement that may have already been executed and delivered; the firm shall pay all costs and expenses incurred by SARAA in negotiating with the firm including but not limited to legal counsel's fees.

SARAA's receipt or discussion of any information (including information contained in a proposal, ideas, models, drawings, or other material communicated or exhibited to SARAA) does not impose any obligations whatsoever on SARAA or entitle the firm or any other person or entity to any compensation. Any such information given to SARAA before, with, or after the submission of a proposal, either orally or in writing, is not given in confidence and may be used, or disclosed to others, for any purpose at any time, without obligation or compensation, and without liability of any kind whatsoever. Any statement that is inconsistent with the terms of this paragraph shall be void and of no effect. The provisions of this paragraph are not intended, however, to grant to SARAA rights to use anything that is the subject of valid existing or potential letters of patent or copyright, nor are they intended to permit SARAA to commercially appropriate images.

10. **LIABILITY:** SARAA shall not be liable to any firm or to any third party for any claims or damages occasioned by the solicitation, rejection, negotiation, or selection of proposals regarding this RFP. Each firm or other respondent agrees to bear all costs of its response and participation in the process described in this RFP; there shall be no reimbursement for any costs relating to the preparation of responses or proposals in connection with this process.
11. **REPRESENTATION OF RESPONDENTS:** By submitting a Proposal, the respondent understands and agrees that SARAA is not incorporating the public bidding process into the solicitation; that SARAA has full and complete discretion to reject or accept any Proposal; and that nothing in this RFP shall create

any contractual rights or obligations by and between SARAA and any person or entity responding hereto.

POLICY

- 1. INFORMATION SUPPLIED BY FIRMS:** The relevant provisions of the Pennsylvania Right to Know Act shall govern public access to material submitted by firms in response to this RFP. If any firm submits information that it believes to be a trade secret or otherwise exempt from disclosure under the Pennsylvania Right to Know Act, it must specifically identify such information and state in writing the reasons why the information should be exempt from disclosure. It is not the policy of SARAA to disclose any information from material submitted by firms in response to the RFP until the selection process has been completed.

If SARAA becomes aware of any material misrepresentation in the information supplied by a firm, SARAA shall have the right to reject at any time the proposal of the firm, to refuse to negotiate or continue negotiations with the firm, and to take any other action, including retaining any deposit made by the firm, as shall be deemed appropriate by SARAA, in its sole discretion.

SARAA reserves the right to request, at any time in the selection process, such additional information, or materials as it may deem useful or appropriate to evaluate each firm's qualifications and experience. Submission of a proposal shall constitute the firm's permission to SARAA to make such inquiries concerning the firm and members of the team as SARAA, in its sole discretion, deems useful or appropriate.

- 2. REPRESENTATIONS, WARRANTIES, AND GUARANTEES:** Notwithstanding anything contained herein to the contrary, SARAA makes no representations or warranties, including without limitation, representations, or warranties as to the accuracy of any information or assumptions contained in this RFP or otherwise furnished to firms by SARAA.

ATTACHMENTS

- 1. THRESHOLD CRITERIA**

ATTACHMENT 1

Threshold Criteria

REQUEST FOR PROPOSALS (RFP)

SUSQUEHANNA AREA REGIONAL AIRPORT AUTHORITY
ORGANIZATIONAL ASSESSMENT

Name of Firm: _____

Date: _____

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| 1. | Did SARAA receive one original, one electronic and three bound copies by deadline? | Yes / No |
| 2. | Does the proposal contain an Executive Summary? | Yes / No |
| 3. | Does the proposal contain a Firm Description, including sub consultants? | Yes / No |
| 4. | Does the proposal contain relevant experience for the project team? | Yes / No |
| 5. | Does the proposal contain resumes of key personnel? | Yes / No |
| 6. | Does the proposal contain proposed approach and methodology? | Yes / No |
| 7. | Does the proposal contain a list of references and current clients? | Yes / No |
| 8. | Does the proposal contain a Cost Proposal as described in Paragraph 2(f) of the submission requirements? | Yes / No |