

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

May 6, 2022

**REQUEST FOR PROPOSALS (RFP)  
STRATEGIC PLANNING SERVICES**

Notice is hereby given that the Susquehanna Area Regional Airport Authority (hereinafter "SARAA") is seeking proposals from qualified consultants/firms to guide SARAA with the development of a renewed comprehensive strategic plan. The ultimate outcome will be a written strategic plan document that presents the opportunities, strategies, and the implementation plan that will guide SARAA for the next three to five years. A successful respondent 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 26, 2022. Proposals may be 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 26, 2022.**

SARAA will make the final selection of the firm or team of firms to perform the planning 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. SARAA is aware that there is a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm should be able to distinguish which model(s) will best enable SARAA to complete its strategic planning goals.

All questions about the process and procedure may be directed to Timothy J. Edwards, Executive Director by e-mail at [tedwards@saraa.org](mailto: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 Monday, May 16, 2022. Answers will be posted as an addendum on the website referenced above no later than close of business on Friday, May 20, 2022.

## REQUEST FOR PROPOSALS

### SUSQUEHANNA AREA REGIONAL AIRPORT AUTHORITY STRATEGIC PLANNING SERVICES

#### INTRODUCTION

The Susquehanna Area Regional Airport Authority (“SARAA”) is requesting proposals from qualified consultants/firms with experience in the development of a comprehensive strategic plan. The selected firm will have expertise in the facilitation of the strategic planning process and guide the SARAA Board and executive staff throughout the process leading to the development of a vision, mission statement, values statement and strategies, and the writing of a strategic plan that will guide SARAA for the next three to five years. (2023 through 2027)

#### BACKGROUND

SARAA is a public authority that owns and operates four airports, one commercial service airport and three general aviation airports. SARAA’s primary business office is in Middletown, Pennsylvania. Airport facilities owned and operated by SARAA include Harrisburg International Airport (MDT), Capital City Executive Airport (CXY), Franklin County Regional Airport (N68) and Gettysburg Regional Airport (W05).

MDT 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, UPS, and DHL. The other three airports owned by SARAA are classified as general aviation airports.

#### PROJECT COMPONENTS

When complete the plan will identify several goals that will become priorities for SARAA. The tentative Scope of Work includes addressing four key components:

1. SARAA’s Mission. A statement summarizing SARAA’s reason for being.
2. SARAA’s Vision. Provide a statement that identifies SARAA’s future aspirations.
3. SARAA’s Values. Identify shared values that will reinforce a positive climate and culture.
4. SARAA’s Strategic Objectives. Broad, high-level goals, expressed in long-term statements.

## THE CONSULTING ASSIGNMENT

The purpose of this RFP is to identify, select, and engage a qualified and capable consultant/firm to provide professional facilitation services necessary for SARAA to create a detailed strategic planning document. SARAA requires a vendor who has demonstrated experience in developing strategic plans, is knowledgeable in collaborative strategic initiatives, has strong facilitation skills.

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 consultant most highly qualified to provide the services. Previous experience with the strategic planning process for similar organizations will be considered in the consultant selection process. The goal of this RFP is to select a consulting team capable of providing 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 strategic planning efforts, as well as intimate knowledge and expertise in organizational design and performance. SARAA is open to creative suggestions for how to develop a comprehensive strategic plan.

SARAA will attempt to negotiate a binding contract for the Scope of Work with the successful respondent promptly after the proposal submittal date.

## 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 seeks the consultant's recommendations regarding the best methodology to develop an actionable, measurable strategic plan. The consultant will serve as the facilitator for this process, with leadership from the SARAA Board and executive staff.

### **1. Discovery – Identify vision and primary goals with the SARAA Board and Executive Staff.**

This stage includes consensus building among the facilitator and members of the SARAA team to develop a strategic vision that is clearly stated, describes a clear and present need, and motivates people to act.

### **2. Research – Provide a needs assessment, gap analysis, and SWOT analysis that facilitates and promotes the development of SARAA's goals and objectives.**

The creation of supporting documentation and recommendations necessary for validation of the agreed upon vision and mission and identify planning goals to facilitate the strategic planning process.

**3. Identify strategic goals and write the strategic plan, including a proposed budget.**

Identify and prioritize SARAA goals and develop an actionable strategic plan that will serve as SARAA’s strategic blueprint for the next three to five years. The plan should include an Executive Summary, and should identify tactics, responsible individuals and their roles, measures, and outcomes. The plan should also include initial communication strategies to identify key messages and delivery methods.

**4. Develop implementation recommendations and identify the steps required to implement each recommendation.**

Included within this phase should be recommendations to implement the plan, identify resources needed to support the implementation phase, leadership direction needed to act on the plan, an overall timeline and a dashboard/action tracker showing goals and accomplishments that can easily be posted on the web.

**SUBMISSION REQUIREMENTS**

1. **DEADLINE:** One original 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 26, 2022, by 2:00 p.m.** Faxed proposals will not be accepted. Please write “Proposal for Strategic Planning Services” 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 a single consulting firm or a joint venture with a lead firm. The consulting team must include a firm or firms that demonstrate experience assisting organizations with the planning and implementation of a comprehensive strategic plan. 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 number.
  - 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 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 Firm/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 and provide a realistic timetable for completion of the assignment.
- d. Proposed DBE Participation in disadvantaged and local business programs.
- e. Current Clients and References: The submission should contain:
1. a complete list of current 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 strategic planning services within the past five years and an example of a success achieved with them. Include the client, contact name, email address and phone number (for use by SARAA for reference follow-up if appropriate).
- f. Proposed Fee: Provide an estimated fee for services to complete the Scope of Work in its entirety. The fee should also identify and consider any additional expenses that are necessary to complete the Scope of Work, including mileage, lodging, etc.
3. **INQUIRIES**: All inquiries concerning this RFP should be directed to Timothy J Edwards at [tedwards@saraa.org](mailto: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. Fee. 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 at its discretion.

i.	Advertisement of RFP on SARAA website	May 6, 2022
ii.	RFP Available	May 6, 2022
iii.	Proposals Due	May 26, 2022
iv.	Contractor Selected	Week of June 27, 2022
v.	Contract for Services Initiated	Week of July 11, 2022

- 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 the Authority) 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 requirement. 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  
STRATEGIC PLANNING SERVICES

Name of Firm: \_\_\_\_\_

Date: \_\_\_\_\_

- |    |   |          |
|----|---|----------|
| 1. | Did SARAA receive one original 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 proposed fee as described in Paragraph 2(f) of the submission requirements? | Yes / No |