

REQUEST FOR PROPOSALS

Strategic Planning Services



City of Naples Airport Authority
160 Aviation Drive North
Naples, FL 34104

RFP Issue Date
January 3, 2017

Revision Date
January 12, 2017

Submittal Date
January 27, 2017

I. NOTICE

The City of Naples Airport Authority (“Authority”) is soliciting responses to a Request for Proposals (“RFP”) from qualified firms to facilitate and develop a Strategic Plan that will guide the direction, priorities and key decision-making for the Authority over the next five years. The Authority is seeking firms whose combination of experience and personnel will provide timely, cost-effective and quality professional services.

Public Entity Crimes: A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a Response on a contract to provide any goods or services to a public entity; may not submit a Response on a contract with a public entity for the construction or repair of a public building or public work; may not submit a Response on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Florida Statute Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

Collusion: More than one Response from the same Respondent under the same or different names will not be considered. Reasonable grounds for believing that a Respondent is submitting more than one Response will cause the rejection of all Responses in which the Respondent is involved. Responses will be rejected if there is reason for believing that collusion exists among Respondents, and no participant in such collusion will be considered in any future solicitations for a period of six months following the Response Deadline for Solicitation.

II. TIMELINE

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| RFP Issue Date | January 3, 2017 |
| Pre-Proposal Meeting | 2:00 P.M. January 12, 2017 |
| Questions Due | 5:00 P.M. January 17, 2017 |
| Responses to Questions Due/Addendum Issued | C.O.B. January 20, 2017 |
| RFP Submittals Due | 12:00 P.M. January 27, 2017 |
| Interviews (If necessary) | Week of January 30, 2017 |

III. CITY OF NAPLES AIRPORT AUTHORITY

The Authority was created under Laws of Florida 69-1326, as amended, as an independent Authority responsible for the operation of the Naples Municipal Airport. It is governed by a five (5) member volunteer Board of Commissioners who are appointed by the Naples City Council. Under their direction, an Executive Director manages the airport and its programs. The Authority recently hired a

new Executive Director after the previous Executive Director retired from a twenty-three (23) year tenure.

The Authority financially supports itself directly from aviation fuel sales and airport user fees, and indirectly by airport user taxes. No local, state or federal general taxes, such as property, utility, sales, intangible or income taxes directly support the Authority. The Authority receives, for certain capital projects, state and federal financial funds.

General information about the Authority can be obtained from our official website <http://www.flynaples.com/>.

IV. SCOPE OF SERVICES AND DELIVERABLES

- A. Authority profile and assessment of the current status and key issues facing the organization
- B. Update the vision and mission statements.
- C. Establishment of updated organizational and management team values.
- D. Identify and organize strategic organizational and business priorities over the next five (5) years.
- E. Create measurable goals, objectives and tasks to achieve stated priorities
- F. A program-focused work plan (not intended to be completed as part of this project) may include, but is not limited to the following:
 - i. Evaluation and realignment of the organizational structure
 - ii. Analyze processes/procedures and identify opportunities for improvement
 - iii. Revitalize the employee performance management system and processes
 - iv. Enhance management and employee training and development programs
 - v. Review and update the compensation model
 - vi. Identify and implement methods and means to improve communications vertically and horizontally
 - vii. Prepare a business plan
 - viii. Complete an airport master plan
 - ix. Develop a business continuity plan
- G. Develop processes for implementation of strategic initiatives, monitoring progress and making adjustments to respond to opportunities and threats.

V. CONTENT OF RESPONSES

The organizational consultant should have relevant experience in working with nonprofit, public, and private sector organizations to develop strategic plans with measurable goals that respond effectively to internal, external, political and fiscal realities. Responses shall clearly represent the experience of the firm, the functionality and components being proposed, the recommended

implementation process and schedule, and outlines an accurate representation of all costs. The following sections and contents are required:

- A. A statement of qualifications accompanied by a brief transmittal letter prepared on the firm's letterhead, with firm name, years in business, contact person, address, and telephone number and signed by an individual who is authorized to commit the firm to the services and requirements of the RFP, and consequent task orders. The transmittal letter shall also acknowledge any Addendums pertaining to this RFP. Any exceptions to the terms and provisions of the Professional Services Agreement (please see Attachment A) must be noted. The Authority maintains the right to reject the Respondent's exceptions.
- B. A list of personnel who will be assigned to this project, along with individual resumes, relevant licensing information, and any other documentation of experience with similar projects.
- C. Experience of the firm in providing similar services to airports, government agencies or businesses similar in size, and provide examples of strategic plans created by the firm.
- D. At least three (3) professional references from its clients who are capable of providing evidence of Respondent's ability to manage similar contracts and quality and breadth of services provided by the firm on similar projects. Please provide the following:
 - i. Reference name
 - ii. Name and address of client
 - iii. Phone number and e-mail address
 - iv. Summary of scope of services including deliverables
- E. The firm's ability to take on additional work, and the firm's ability to offer the breadth and quality of services required for the work.
- F. A work plan that includes a description of the methodology, tasks, timeline and total estimated amount of time to complete the project, including the final deliverables as well as estimate of hours needed by Authority personnel. At a minimum, the work plan shall include the following on-site meetings:
 - 1. Kickoff meeting with Authority staff and at a regular Board meeting
 - 2. Work session with Authority staff
 - 3. Presentation and discussion of preliminary findings with Authority staff and the Board at a workshop
 - 4. Final presentation for approval at a regular Board meeting
 - 5. Pricing for up to two (2) additional meetings, as deemed necessary by the Authority
- G. Provide the total cost of the project, to include any travel or other expenses expected, an estimate of hours needed to complete the project and a schedule of rates for the personnel that would be assigned to the project.

- H. Please provide any additional appropriate information to help us understand how your experience and qualifications relate to the Authority’s organization, and any additional services that may be provided.
- I. Certificate of Insurance which meets the insurance requirements contained in the attached Professional Services Agreement.
- J. The response to this RFP should be organized in the order set forth above.
- K. If subcontracting or joint proposals are to be done, that fact, and the name of the proposed subcontracting firms, must be clearly identified in the proposal. Following the award of the contract, no additional subcontracting will be allowed without the express prior written consent of the Authority.

VI. RFP PRE-PROPOSAL MEETING AND QUESTIONS

- A. A pre-proposal meeting will be held at the following time and place:

2:00 P.M. on January 12, 2017
City of Naples Airport Authority
160 Aviation Drive North
Naples, FL 34104

Pre-registration is required. To register, please e-mail Robin Menard, Executive Assistant, at rmenard@flynaples.com. Registrants may attend in person or via video-teleconference.

- B. Questions concerning this RFP shall be submitted in writing to Diane Terrill, Director of Strategy and Communications via email to dterrill@flynaples.com **no later than 5 p.m. on January 17, 2017**. Respondents are encouraged to verify receipt of questions emailed to the Authority. Questions will be answered and posted online as an addendum on the Authority’s website: <http://flynaples.com/airport-information/bids-and-employment/> by the close of business on January 20, 2017. Respondents are strongly advised to monitor this site for any additional information and/or addendums regarding this solicitation.
- C. Only emailed questions will be addressed and answered. The issuance of such posted responses is the only official method by which interpretation, clarification or additional information will be given by the Authority. Only requests answered by formal written responses will be binding. Oral and other interpretations or clarifications will be without legal effect. **Other communications with Authority staff or Commissioners regarding the RFP may result in submittal rejection.**

VII. INSTRUCTIONS

- A. All responses to this RFP must be submitted to:

Diane Terrill, Director of Strategy and Communications
City of Naples Airport Authority
160 Aviation Drive North
Naples, FL 34104-3568

No later than January 27, 2017 at 12:00 PM.

- B. Submit one (1) unbound printed original response with six (6) electronic submittals, each on a separate universal serial bus portable flash memory card (“USB flash drive”). Both the printed original and the USB drives should be submitted in one sealed package and be clearly marked.
- C. All submittals will become the property of the Authority. The Authority is subject to the open records requirement of Florida State Statute Chapter 119, and as such, all materials submitted by the Respondent to the Authority are subject to public disclosure. The Respondent specifically waives any claims against the Authority related to the disclosure of any materials.
- D. The Authority recognizes fair and open competition as a basic tenet of public procurement. Respondents doing business with the Authority are prohibited from discriminating on the basis of race, color, creed, national origin, handicap, age or sex. The Authority has a progressive Disadvantaged, Minority, and Women-Owned Business Enterprises Program in place and encourages Disadvantaged, Minority, and Women-Owned Business Enterprises to participate in its RFP process. All responding parties are required to make all efforts reasonably necessary to ensure that Disadvantaged, Minority and Women-Owned Business Enterprises have a full and fair opportunity to compete for this contract. Information pertaining to the DBE/MBE/WBE Certification requirements can be obtained by calling the Authority DBE Liaison Officer at 239-643-0733.
- E. The Authority adheres to the Americans with Disabilities Act and will make reasonable modifications for access to Airport services, programs and activities. Please call (239) 643-0733 for further information. Requests must be made at least 48 hours in advance of the event in order to allow the Authority time to provide the requested services.

VIII. SELECTION

- A. The Authority may select several firms to attend an interview and should make themselves available for a presentation of their qualifications and proposals. Each firm will be responsible for all costs related to the interview and presentation. The final selection will

be made based on what is determined to be in the best interest of the Authority. Interviews, if necessary, are currently anticipated for the week of January 30, 2017.

- B. The Authority reserves the right to waive any formalities, technicalities or irregularities in; or reject any or all proposals, and to re-advertise for Proposals and to award or refrain from awarding any contract for services. The Authority is not liable for any costs incurred by the responding parties prior to the issuance of an executed contract.

IX. ASSURANCES

By responding to this RFP, the Respondent assures the Authority that, if selected, he or she will:

- A. Not assign or transfer the Authority's account, or any portion of the Authority's business, without the Authority's prior written approval.
- B. Adhere to the Authority's Business Travel Reimbursement Procedure, as it relates to business travel costs incurred by the Respondent in order to perform the consultant's duties for the Authority.
- C. Act in the Authority's best interest at all times.
- D. Sign the Authority's Professional Services Agreement (attached) for the agreed-upon work.

X. ATTACHMENTS

City of Naples Airport Authority's Business Travel Procedure
City of Naples Airport Authority's Professional Services Agreement
NAA Information Book