

**Request For Qualifications  
for Consultants to  
Create a  
Strategic Business Plan for UIUC's Willard Airport (CMI)  
Champaign-Urbana, Illinois  
in conjunction with the  
Champaign-Urbana Mass Transit District**

**RFQ 01 - 001**

Submittal Date  
4 PM, CST  
February 26, 2014

Submittal Address

Champaign-Urbana MTD  
1101 East University Avenue  
Urbana, Illinois 61802-200

## Table of Contents

<i>Table of Contents</i> .....	2
<b>1. Overview</b> .....	3
<b>2. Definitions</b> .....	3
<b>3. The RFQ Submittal and Selection Process</b> .....	4
a. Submittal Documents .....	4
<b>4. Scope of Work</b> .....	5
Element 1: CMI Market Environment and Community Impact .....	6
Element 2: Projected Market Demand & Growth Opportunities .....	7
Element 3: CMI Operational Performance .....	7
Element 4: CMI Strategic Options Analysis .....	7
Element 5: Branding and Marketing Strategy .....	8
Element 6: CMI Strategic Business Plan .....	8
Element 7: CMI Governance .....	8
<b>4. Projected Timeframe</b> .....	8
<b>5. Selection Criteria</b> .....	9
<b>6. Schedule of Events</b> .....	9
<b>7. General Proposal Guidelines</b> .....	9
1 Notice of Informal Solicitation .....	9
2 Method of Response .....	9
3 Acceptance of Terms and Conditions .....	10
4 False, Incomplete, or Unresponsive Statements .....	10
5 Clear and Concise Proposal .....	10
6 Insurance Requirements .....	10
7 Clarification and Amendment Process .....	10
8 General Requirements & Conditions .....	11
9 Protest Procedures .....	11
<b>8. Intent to Submit</b> .....	13
CUMTD Policies affecting this RFQ Intent to Submit Procedure .....	13

## 1. Overview

The Champaign-Urbana Mass Transit District (CUMTD) has been charged with retaining consultants to develop a Strategic Business Plan for Willard Airport (CMI) in conjunction with the University of Illinois Urbana-Champaign (UIUC) and a community Task Force that will help guide the development of the Business Plan.

These are the key strategic business outcomes desired:

- 1) Develop strategies that stimulate CMI to serve as an economic engine for the greater Champaign-Urbana Region and generate new business activity at CMI,
- 2) Develop strategies to successfully expand commercial air service access to the West and East Coasts in the next decade to serve the transportation needs of the community and UIUC,
- 3) Develop a business plan that allows CMI to become a self-funding Enterprise within ten years,
- 4) Develop linkages with CMI that support the mission of UIUC, and
- 5) Devise a sustainable management structure and funding for CMI.

The final product will be a business plan document that provides guidance to CMI over a ten-year horizon. It is anticipated this business plan will guide the development and possible revision of the required FAA Airport Master Plan and Airport Layout Plan.

In preparing to respond to this RFQ, information is available on line at:

[http://www.flycmi.com/task\\_force/](http://www.flycmi.com/task_force/)

## 2. Definitions

Terms used in this Request for Qualifications

- A. **CUMTD**. The term "CUMTD" means the Champaign-Urbana Mass Transit District, a local mass transit authority created pursuant to Illinois State law with its principal place of business in Urbana, Illinois.
- B. **RFQ**. The term "RFQ" means this Request for Qualifications.
- C. **UIUC**. The term "UIUC" means the University of Illinois Urbana-Champaign.
- D. **CMI**. The term "CMI" means Willard Airport.

### **3. The RFQ Submittal and Selection Process**

The RFQ is designed to give respondents the broadest possible flexibility to address the work elements outlined in the next section. The selection process will involve three steps.

1. Respondents shall provide information to describe the approach, methodology and strategies / significant activities to be used in addressing each of the work elements. The following parameters shall guide respondent's proposal:
  - a) A work flow chart must be included showing in weeks each of the work elements and their relationship to one another.
  - b) Time allocations (days) are required for each work element component.
  - c) Target dates for delivery of draft reports for each of the first six Elements.
  - d) Limit the proposed work plan to a maximum of twenty (20) pages.
  - e) Please use a 12 point font or larger and provide CUMTD three bound copies and one electronic copy, PDF format, on a CD.
  - f) The budget for the proposed scope of work shall be included as a separate document and not contained in the proposal. The proposed budget shall be broken down by work element, based on time and daily rate for each consultant.
2. CUMTD in conjunction with UIUC will review the responses and select consultants to interview. Prior to the interview specific questions will be provided the selected consultant(s) to be addressed.
3. Based on the interviews and other due diligence review, CUMTD will prioritize the consultant(s) and enter into negotiations with the highest prioritized consultant(s) on work plan and budget. Should those negotiations prove unsuccessful, CUMTD will invite the next highest prioritized consultant(s) to join in negotiation.

In this second and third phase of the selection process, CUMTD may choose to select the consultant(s) by work elements and therefore may only negotiate with a given consultant(s) on certain work elements.

4. The highest-rated proposer(s) will be invited to negotiate the final scope of work, schedule, and fees with CUMTD. If negotiations with the highest rated proposal(s) are not successful, CUMTD reserves the right to negotiate with the next best-qualified proposer.

#### ***a. Submittal Documents***

Proposals in response to this RFQ shall be considered received at the time actually received by the designated agent. Responses to this RFQ are to be submitted in a sealed package by 4 PM, February 26, 2014 to:

Director, Market Development  
CUMTD  
1101 E. University Ave.  
Urbana, Illinois, 61802-2009

Each proposal shall be in the form specified in this RFQ, and in a sealed envelope with outside markings stating:

- (1) **RFQ 01-001** and
  - (2) **DO NOT OPEN WITH REGULAR MAIL**
- and addressed as specified above.

Included in the submittal shall be a:

- a. Cover letter with contact information
- b. Proposed Approach to Work Plan (maximum four (4) pages)
- c. Work Plan (maximum of twenty (20) pages)
- d. Statement of Qualifications for each proposed consultant (Limit to two (2) pages per consultant) and corporate capabilities (limit to three (3) pages)
- e. Listing of three (3) references for related work for each proposed consultant
- f. Compliance documents including nondiscrimination in hiring, a breakout of corporate workforce composition and insurance requirements (Section 7.6)
- g. The proposal shall be signed in ink by a duly authorized officer of the company
- h. A separate document containing the proposed budget.

#### **4. Scope of Work**

The selected consultant(s) work will be managed by CUMTD. A community Task Force has been established by UIUC to both assist and assess the development of the Strategic Business Plan. The Task Force will be actively involved with the progress of the Consultant's work. A Technical Committee has also been formed to address Element #7.

The RFQ has been structured into seven discrete elements. Respondents may address the work elements as outlined or respond with an alternative framework to the scope of work to achieve the desired outcome.

**Please Note:** UIUC has under contract a consulting firm that is working on an ongoing basis with the University to identify and secure additional commercial flights. While this analysis is underway the selected consultant(s) will not make contact with any commercial airline without first consulting with the Project Manager and a designated UIUC representative.

A draft report for each of the first six elements will be required. The draft reports will be reviewed for comment and presented to the Task Force for final critique and adoption.

Consultant(s) will be expected to meet with the Task Force at least four times, including the presentation of Elements 1, 2, 4 and 6.

**Element 1: CMI Market Environment and Community Impact**

Consultant shall analyze but not be limited to the following:

**External Environment**

Analyzing all external influences over which the operation of Willard has no control that might impact Willard over the coming decade.

**Commercial, Industry, FBO, FOB & GA Environment projected into the future**

Consultant(s) shall review work already commissioned by UIUC to address the following and propose additional inquiry necessary to provide an appropriate level of information on which to create the business plan:

- The Regional Airport Air Service Environment
- Current and historical commercial air traffic service @ CMI
- Air service patterns in the region
  - Based on leakage study (previously completed)
- Air service trends and future impact on CMI
- Bargaining power of customers and the airlines
- Air related business / economic development environment
- Competitive challenges for CMI
- Ways to alter Willard's competitive position for commercial & non-commercial business, including but not limited to:
  - Incentives &/or Subsidies
  - Airport costs relative to competitors
  - Branding and Marketing
  - Community support

Consultant shall identify a minimum of three peer airports for comparison purposes and to provide a basis for developing "best practices" at CMI.

**CMI's Position and impact in the Community and Region**

Economic impact to the Community and greater region including but not limited to:

- Employment impact (development & retention)
- Trade impact
- Tourism impact
- Business impact
- Prospective economic development impact
- University impact

Risk assessment to the Community and University should CMI not grow or close.

## ***Element 2: Projected Market Demand & Growth Opportunities***

Consultant shall focus on but not be limited to:

### **Future Market Demand (travel and business development)**

- Projecting likely demand growth in the region
- Identifying potential growth segments not now being served or underserved

### **Projected Growth Opportunities including but not limited to:**

- Commercial Air and freight travel
- Commercial/industrial site development
- Potential industry clusters
- General Aviation
- Specialized Services
- Governmental air related services
- Aviation Institute
- Emergency Logistics Center
- Advertising and Promotions
- University/airport synergies

Special attention should be given to identifying potential multi-component ways for CMI to attract carriers and other airport tenants / economic activity using combinations of all existing resources such as: FlightStar, real estate development, University cooperation, the Aviation Institute.

## ***Element 3: CMI Operational Performance***

Consultant shall define and assess each CMI profit center to include but not limited to:

- Analyzing and evaluating current operating performance
- Defining “best practices” for each profit center
- Comparing CMI performance to peer airport performance and “best practices”
- Projecting existing budget and revenue streams

## ***Element 4: CMI Strategic Options Analysis***

Consultant shall identify alternative futures to achieve the first four business objectives (p. 3) that includes but are not limited to:

- Identifying specific strategies for each profit center
- Defining “big ticket” opportunities/initiatives to generate significant growth over the next decade
- Producing a gap analysis measuring the existing capabilities vis-à-vis the preferred future.

Working with the Task Force, select the desired strategic future for CMI within a three (3) and ten (10) year horizon.

### ***Element 5: Branding and Marketing Strategy***

In conjunction with the Task Force, consultants will develop a branding and marketing strategy for CMI to achieve the desired strategic future adopted in Element #4. The product for this element will be included in the business plan. This analysis and strategy should include but not be limited to:

- Connecting the community more closely to CMI
- Addressing the ridership “leakage” to other airports
- Tying the branding and marketing in with other promotional activities
- Expanding the tourist industry
- Attracting business activity to CMI

### ***Element 6: CMI Strategic Business Plan***

Consultants will produce a three-year business plan with capital and operating budgets that includes but not limited to:

- Specific goals and objectives by profit center with metrics to measure performance
- Resources required to meet goals and objectives
- Potential threats to achieving the goals and objectives
- Actions required to maintain compliance with all FAA requirements

### ***Element 7: CMI Governance***

Consultants will provide technical support as requested to the Task Force and technical committee in assessing Governance and management options for CMI both in the short and long term. Proposer will provide the hourly rate to be charged for this service. This Element will include but not be limited to:

- Establishing criteria for selecting a Governance / Management structure
- Evaluating Governance options presented in a previous study
- Adopting a Preferred Governance Option to present to UIUC for a final decision.

## **4. Projected Timeframe**

The selected consultant(s) should start work by March 12, 2014.

A draft report for each of the following elements will be delivered on the following dates:

- ✓ Element #1: April 18, 2014
- ✓ Element #2: May 23, 2014
- ✓ Element #3: May 23, 2014
- ✓ Element #4: June 20, 2014
- ✓ Element #5: July 18, 2014
- ✓ Element #6: August 22, 2014
- ✓ Element #7: September 19, 2014

## 5. Selection Criteria

Consultants will be rated on the following criteria:

Work Plan Proposal	65%
Prior Experience / Qualifications	25%
Value added models / methodologies that can be used on an ongoing basis	10%

The final consultant selection shall be the sole province of CUMTD, based on input from UIUC and the Task Force, using the process outlined in Section 3. The Evaluation will be in accordance with the criteria set forth in this section.

## 6. Schedule of Events

Event	Date
Issue Request for Qualifications (RFQ)	2/5/2014
Deadline for receipt of written questions and requests for addenda	2/18/2014
CUMTD responses and/or addenda issued	2/20/2014
Proposals due 4:00 p.m. CST	2/26/2014
CUMTD & UIUC review proposals	2/26–3/3/2014
CUMTD notifies short-listed consultants	3/3/2014
CUMTD, UIUC & Task Force interviews short-listed consultants	3/6/2014
CUMTD selects highest rated consultants	3/6 – 3/7/2014
CUMTD initiates negotiations with highest rated consultants	3/7 - 3/11/2014
Work commences on project	3/12/2014

## 7. General Proposal Guidelines

### 1 Notice of Informal Solicitation

Notwithstanding any other provision of this RFQ, all proposers are hereby specifically advised that this RFQ is an informal solicitation for proposals only, and is not intended and is not to be construed as an offer to enter into an agreement or engage into any formal competitive bidding or negotiation pursuant to any statute, ordinance, rule or regulation.

### 2 Method of Response

Responses to the RFQ shall be made according to the specifications and instructions contained herein. Failure to adhere to instructions may be cause for rejection of any proposal.

**3 Acceptance of Terms and Conditions**

Proposers understand, and by submitting a response agree, that submission of a proposal will constitute acknowledgment and acceptance of, and a willingness to comply with, all the terms, conditions, and criteria contained in this RFQ, except as otherwise specified in the proposal. Any and all parts of the submitted proposal may become part of any subsequent Contract between the selected Proposer and CUMTD.

**4 False, Incomplete, or Unresponsive Statements**

False, incomplete, or unresponsive statements in connection with a proposal may be sufficient cause for rejection of the proposal. The evaluation and determination of the fulfillment of the above requirement will be CUMTD's responsibility and its judgment shall be final.

**5 Clear and Concise Proposal**

Proposals shall provide a straightforward, concise delineation of the proposer's capability to satisfy the requirements of this RFQ. Each proposal shall be submitted in the requested format and provide all pertinent information, including but not limited to information relating to capability, experience, financial resources, and other information as specified in Sections 3a and 7 and otherwise required in this RFQ. Each proposal shall be signed in ink by a duly authorized officer of the company.

**6 Insurance Requirements**

The consultant(s)/firm(s) that are selected through this process must be able to show evidence of insurance coverage carried in the event of litigation for wrongful acts against employees or agents under your control. At a time before negotiations are complete, said entity/entities will have to demonstrate the ability to indemnify CUMTD against any and all claims brought against said consultant(s)/firm(s).

**7 Clarification and Amendment Process**

Proposers may submit to CUMTD a written or e-mail request for an interpretation or clarification of, or any addenda to, this RFQ. Any such request must be received by CUMTD no later than close of business on February 18, 2014. However, proposers are encouraged to submit requests prior to this date. CUMTD is not bound by any oral interpretations, clarifications, or changes made to this RFQ by any CUMTD representative. Any clarification or change to the RFQ must be provided in writing pursuant to this Section.

CUMTD will review and prepare a written response to each request made by a proposer pursuant to this Section. CUMTD's written determination will be mailed or otherwise furnished to all prospective proposers by February 20, 2014.

CUMTD reserves the right to make modifications or addenda to this RFQ. If CUMTD determines it is appropriate to revise any portion of this RFQ, either at the request of a proposer or upon CUMTD's own initiative, CUMTD will issue, and make available to all prospective proposers, a written addendum setting forth this revision. Proposers shall acknowledge receipt of addenda by written notice thereof returned to CUMTD. Where addenda require changes in the work to be performed under the Contract, the date set for receipt of proposals may be postponed by such number of days as CUMTD determines are appropriate in order to enable prospective proposers to revise proposals.

## **8 General Requirements & Conditions**

Any and all costs incurred by proposers in responding to this RFQ shall be the proposer's sole expense and will not be reimbursed by CUMTD.

CUMTD reserves the right in its discretion to cancel this RFQ in whole or in part.

CUMTD reserves the right in its discretion to accept or reject any and all proposals submitted in response to the RFQ, or refuse to enter into any Contract resulting from any proposal submitted, without expense to CUMTD.

The proposer's authorized representative may, prior to the date and time set as the deadline for receipt of proposals, modify or withdraw a proposal in person, or by written notice or facsimile (217.384.8215) notice to the person listed in Section 3.a. Written or facsimile notices shall be received in CUMTD's offices at the address listed in Section 3.a no later than the date scheduled as the proposal receipt deadline. After the proposal receipt deadline, proposals may not be withdrawn for one hundred twenty (120) calendar days.

Each proposal shall be submitted with the understanding that it is subject to the evaluation procedure set forth in Section 3, and to negotiation at the option of CUMTD. CUMTD reserves the right to make the award under this RFQ based upon the initial proposals submitted, or based on revisions agreed to in the subsequent negotiation process.

## **9 Protest Procedures**

Any protest or objection to the Conditions and Specifications will be submitted for resolution to CUMTD. Each protest must be made in writing and supported by sufficient information to enable the protest to be considered. A protest or

objection will not be considered by CUMTD, if it is insufficiently supported or if it is not received within the specified time limits.

All protests based upon restrictive specifications, alleged improprieties, or similar situations prior to proposal opening must be submitted to CUMTD no later than seven (7) calendar days prior to the specified proposal opening date.

Protests arising after the opening of proposals based upon grounds that were known or should have been known will be submitted to CUMTD within five (5) days after notification of the apparent selected proposer. The decision of CUMTD's Protest Review Board is final. The Protest Review Board will consist of the CUMTD Managing Director or his designee, the manager of the RFQ process, CUMTD's Planner and the Legal Counsel for CUMTD. No further appeals will be considered by CUMTD. The proposer may file a protest with the Federal Transit Administration (FTA) provided that the proposal complies fully with the requirements of FTA circular 4220.1E dated June, 2003.

#### Protest Bond

Any proposer wishing to protest the awarding of a contract by CUMTD to another proposer will be required to furnish, at its own expense, a protest bond in the amount of \$1,000.00 before CUMTD will consider the protest. This protest bond will serve as a guarantee by the proposer of the validity and accuracy of the protest. Failure to provide this bond may result in CUMTD denying the bidder's protest. If the Protest Review Board denies the proposer's protest, the bond will be used by CUMTD to recover any costs and damages incurred because of the protest and any resulting delay in the delivery of the deliverables.

The bond will be either a cashier's check or certified check made payable to the CUMTD.

## 8. Intent to Submit

Please indicate your intent to submit a proposal in response to the Request for Qualifications. You may do so by letter or

e-mail: [dfoote@cumtd.com](mailto:dfoote@cumtd.com)

Fax: (217) 384-8215

Company Name:

Contact Person:

Corporate Address

Street:

Office #

City / State

Zip Code

Contact Phone Number:

Contact e-mail:

### CUMTD Policies affecting this RFQ Intent to Submit Procedure

As a registered entity indicating your intent to submit a response to this RFQ, you are welcome to submit questions (e-mail: [dfoote@cumtd.com](mailto:dfoote@cumtd.com)) until February 18, 2014. They will be answered and shared with all proposers by February 20, 2014.

Thank you for your interest in working with CUMTD. Should you have any questions, please direct them to:

David Foote

Project Manager – [dfoote@cumtd.org](mailto:dfoote@cumtd.org)

503.547.3566