



Request for Qualifications

Creative Services

Cedar Rapids Airport Commission
The Eastern Iowa Airport
2515 Arthur Collins Parkway SW
Cedar Rapids, IA 52404

January 28, 2019

SIGNIFICANT DATES

The following schedule has been established for this selection process:

Scheduled Item	Scheduled Date
RFQ Release Date (www.flyCID.com/rfq)	Monday, January 28, 2019
Deadline for Questions	Monday, February 4, 2019 – 2 PM CST
Due Date and Time	Monday, February 11, 2019 – 2 PM CST
Short List Agency Selected	Wednesday, February 13, 2019
Finalist Interviews	Week of February 18, 2019
Recommendation	Monday, March 25, 2019

Request for Qualifications - Creative Services

The Cedar Rapids Airport Commission, operator of The Eastern Iowa Airport, is seeking a creative service agency to provide marketing materials for various mediums, including print, television, and digital/online advertising, as well as billboards, videos, or other emerging platforms on a time and material basis. Interested firms shall submit one (1) electronic copy of its proposal in pdf format and one (1) hard copy in a sealed envelope marked “Request for Qualifications for Creative Services” by 2:00 p.m. (CST) on February 11, 2019.

General

The Eastern Iowa Airport (CID) is a regional facility that serves more than one million passengers annually. The primary market is based in Linn and Johnson counties. The true airport market encompasses a much larger geographic area including the areas north into Black Hawk County, west into Benton and Tama counties, north/northeast to Dubuque County, south/southeast to Washington County, and western Illinois.

Five airlines serve The Eastern Iowa Airport: Allegiant Air, American Airlines, Delta Air Lines, Frontier Airlines, and United Airlines providing on average 26 departures daily. Presently, the airport has 13 destinations: Atlanta, Charlotte, Chicago, Dallas/Ft. Worth, Denver, Detroit, Minneapolis, Las Vegas, Orlando, Phoenix-Mesa, Tampa/St. Pete, Punta Gorda/Ft. Myers, and seasonal service to Los Angeles.

Airports compete for passengers and airline service on a nationwide basis. CID is seeking to work with a creative agency that can make The Eastern Iowa Airport stand out from our competitors.

In April 2016, the airport completed strategic planning process summarized in Exhibit A, which included a refresh of its brand. All work done by the selected creative agency will need to reinforce the brand and ensure that messaging across all platforms is consistent.

Responsibilities

The selected agency will work on a per-project or campaign basis on a time and material basis.

Qualifications

Qualifications should address, but not be limited to, at least the following:

1. General description of firm: size, age, and location.
2. Recent experience in advertising comparable to the proposed project.
3. Key personnel’s professional background and caliber.
4. Outline your processes for concept, design, proofing, and project management.
5. Qualifications and experience of outside consultants regularly engaged by the agency under consideration.
6. Familiarity with and proximity to proposed project work, including the location of the nearest “full service” office assigned to the project.
7. Names, addresses, and phone numbers of references associated with previous projects.

8. Provide samples of:
 - a. Collateral Materials: Writing, Creative, Design
 - b. Advertising: Radio/TV, Print Image ads and/or product ads, Billboard, Digital/Online, Social Media
9. Schedule of the firm's rates and charges applicable to this project.

Professional Service Contract

The successful creative services agency shall enter into a professional service contract with the Cedar Rapids Airport Commission similar to the one attached as Exhibit B. The contract shall incorporate by reference the creative services agencies Proposal and the Airport's Request for Qualifications. If there is a variance between these documents, the Airport's Request for Qualifications shall govern, unless otherwise provided for in writing.

Process for Review

The selection will be based on a comparative analysis of the firm's rates and charges and the professional qualifications necessary for satisfactory performance of the services required.

Agencies will be evaluated on:

- Creativity/talent
- Responsiveness
- Cost effectiveness
- Overall match of personalities, styles, goals, etc.

The evaluation of the responses to this request will include an interview of select agencies. Select agencies contacted for an interview will be given a sample scenario specific to aviation and/or The Eastern Iowa Airport and will be asked to provide a mock proposal to best advertise or market the scenario.

Receipt and Opening of Qualifications

All qualifications must be received at the office of the Airport Director at The Eastern Iowa Airport Administration Building, 2515 Arthur Collins Parkway SW, Cedar Rapids, IA 52404 before 2:00 PM CST on Monday, February 11, 2019. Qualifications shall be plainly marked on the outside with the notation "**RFQ – Creative Services**". Any qualification received after the deadline may be deemed unresponsive and may be returned to Company unopened.

The Commission reserves the right to accept or reject any or all qualifications and to waive any informality in qualifications if such waiver does not substantially change the offer or provide a competitive advantage to any Company. There is no formal qualification opening for this RFQ.

Questions

All questions may be directed to Pam Hinman director of marketing and communications at P.Himan@flyCID.com by 2:00 PM CST on Wednesday, February 4, 2019.

Exhibit A – Strategic Plan Summary

Attached hereto and incorporated herein by reference.



STRATEGIC PLAN.



Director's Message



And only innovative and agile organizations will succeed in the highly-competitive and dynamic air transportation industry.

THE
FUTURE
IS
HERE



The Eastern Iowa Airport has been an integral part of the state's aviation system since the first commercial flight departed in 1947. The Airport evolved through the years using fiscally sound management and forward-thinking leadership.

With those foundational pieces in place, we embarked on the airport's first comprehensive strategic plan. The objectives outlined in the plan are the most critical for ensuring continued organizational success. In fact, the complete transformation of the Donald J. Canney Terminal showcases the entrepreneurial spirit of Iowa's Creative Corridor to our many visitors and guests.

The strategic plan is the blueprint for us to achieve new heights and increase our regional economic impact in Iowa's Creative Corridor with a shared purpose, core values and goals. The airport staff, commissioners, tenants and community partners – all who understand the value and importance of The Eastern Iowa Airport – participated in creating this plan.

We cannot move forward alone. Community engagement and active regional partnerships are essential to fully achieve our shared mission of growing jobs in the Corridor. Air travel enhances our quality of life, supports our business community, and propels local and regional economies.

Our full potential can only be realized through continued partnerships, sustained community engagement, and utilization of an invaluable regional economic asset – **your** airport!

A handwritten signature in black ink, appearing to read "Marty P. Lenss".

Marty P. Lenss
AIRPORT DIRECTOR



For Additional Information
Please Visit Our Website At:
www.flycid.com

STRATEGIC PLAN STRATEGIES

DEVELOP, MAINTAIN, AND OPERATE SUSTAINABLE FACILITIES TO EXCEED CUSTOMER EXPECTATIONS

A positive customer experience is critical for success therefore, the Airport will identify and implement measures to enhance current service levels and expand the services offered. By reflecting the culture and hospitality of the region, users will gain an affinity for the Airport.

INITIATIVES

- *Maintain and operate the Airport to achieve the highest standards of safety, security, and operational performance*
- *Achieve a unique customer experience reflecting Eastern Iowa culture and hospitality*
- *Consider investments in general aviation facilities*
- *Implement sustainable CIP on schedule and within budget*
- *Environmental stewardship*

ACHIEVE ORGANIZATIONAL SUCCESS THROUGH TEAMWORK

The Airport values the contributions of every employee, and will implement communication strategies that improve coordination among all areas of the organization. In addition, cross-training efforts and employee empowerment will build trust, foster teamwork, and establish a strong path for succession.

INITIATIVES

- *Improve performance appraisal system by emphasizing accountability, empowering employees to set goals and benchmarks for success, and clarifying the roles of the city and airport in regard to policies and procedures.*
- *Build trust and consensus through communication*
- *Enrich staff with training and resources*
- *Develop succession plan*



STRATEGIC PLAN PROCESS

The Eastern Iowa Airport strategic planning process was initiated to evaluate its current status, identify goals for the near, mid and long-term, and develop strategies for decision-making to achieve those goals. The end result helps direct the airport's FAA-recommended planning efforts, and reveals ways the airport can remain competitive while improving the benefits to employees, tenants, and airport users. Pre-planning efforts initiated the process, which were followed by stakeholder engagement efforts and a Strength, Weakness, Opportunities and Threats (SWOT) exercise. The results of those efforts, coupled with the input from a Strategic Planning Steering Committee helped develop the airport's purpose statement, core values and strategic goals. What follows is a thoughtful, viable plan that incorporates input from a diverse group of stakeholders who provided the themes that guided this overall effort.



STRATEGIC PLAN PURPOSE AND VALUES

OUR PURPOSE ■ To be the number one choice for air transportation in eastern Iowa and border regions of Wisconsin and Illinois.

OUR VALUES ■ “The Eastern Iowa Airport is guided by **FACES**”

- **FISCAL RESPONSIBILITY**
- **ACCOUNTABILITY**
- **CUSTOMER SERVICE**
- **ENVIRONMENTAL STEWARDSHIP**
- **SAFETY AND SECURITY**

Our core values are summed up in the acronym “**FACES**” because The Eastern Iowa Airport has been built around the people that have made it great.



STRATEGIC PLAN STRATEGIES

MAINTAIN AND ENHANCE FINANCIAL STRENGTH

The Eastern Iowa Airport will seek to preserve and strengthen its financial position through non-airline activities. By exploring alternate revenue streams, preventive measures, Commission-led opportunities and the timely and appropriate pursuit and monitoring of funding sources, the Airport will steadily strengthen its financial portfolio.

INITIATIVES

- Maximize non-airline revenue
- Optimize operations and maintenance expenses through efficiency measures
- Explore potential for airport services LLC
- Ensure timely funding for existing and future capital improvement program projects

MAINTAIN AND ENHANCE AIR SERVICE AND AIR CARGO

Air service will continue to be very dynamic. The Airport will seek opportunities to add non-stop service, increase awareness of improved services and regain the passengers currently using other regional airports for services currently not being provided. Through these initiatives, the Airport will seek opportunities to add non-stop service where feasible, increase awareness of improved services and regain the passengers currently using other regional airports for services currently not being provided.

INITIATIVES

- Provide and support air service and air cargo development activities to expand and retain service
- Maintain competitive costs
- Develop CID branding program to increase awareness of the Airport

FOSTER ECONOMIC DEVELOPMENT FOR THE REGION

The Airport is attractive to companies considering development within the region. As such, the Airport will maintain the services and assets most appealing to prospective businesses, while also working with public and private stakeholders to carefully advocate for desirable and appropriate economic development.

INITIATIVES

- Leverage The Eastern Iowa Airport Land and Air Super Park for economic development
- Collaborate and partner with adjacent land owners and regional economic development agencies
- Help to unify and strengthen the regional economic development message by articulating the business case with local agencies



Exhibit B – Draft Professional Services Contract – Creative Services

Attached hereto and incorporated herein by reference.

Professional Service Contract - Creative Services

This Contract between the CEDAR RAPIDS AIRPORT COMMISSION, (hereinafter called “Commission”), and _____ (hereinafter called “Consultant”) is entered into on _____.

1. SCOPE OF SERVICES

Consultant shall specifically perform creative services as requested to provide marketing materials for various mediums, including print, television, and digital\online advertising, as well as billboards, videos or other emerging platforms on a time and material basis, as set forth in the Request for Qualification dated _____ and the Consultants proposal, dated _____, which is attached hereto as Exhibit A and Exhibit B respectively; and incorporated herein by reference.

2. RATE FOR SERVICES

Consultant’s employee to be assigned to the project:

Consultant	Position

Consultant shall not replace above listed employee without the prior approval of the Commission. If the successor to said employee cannot be mutually agreed upon, the Commission shall have the right to terminate this Contract upon thirty (30) days’ notice. The above referenced employee shall be required to give this contractual obligation top priority.

Consultant shall provide, at its own expense, all personnel required in performing the services under this Contract. Such personnel shall not be the employees of, or have any other contractual relationship with, the Airport. The hourly billing rate is:

Service Rate	Less Government - Non-Profit Discount	Billing Rate

3. TERM OF CONTRACT

The Contract shall commence on April 1, 2019 for an initial term of one year ending March 31, 2020, unless terminated earlier as provided herein. The Contract may be renewed at the same terms and conditions hereunder for two (2), one (1) year periods at the discretion of the Commission. Such renewal will be effective without formal amendment to the Contract. If all such renewal options are exercised and approved by the Commission, this Contract will have a final termination date of midnight on March 31, 2022.

4. COMPENSATION

Consultant shall be compensated for work performed on an hourly basis in accordance with the estimated hours and billing rates listed in Section 2 of this Contract. The initial billing rates will be in effect until April 1, 2020, at such time and annually thereafter, rates shall be determined by mutual agreement of the Commission and Consultant no later than thirty (30) days prior to April 1 of the current year, and in the event the parties are unable to so mutually agree by said time period then this Contract shall terminate effective April 1 of the current year. Such changes will be effective without formal amendment to the Contract.

As a matter of practice, the Commission attempts to pay all invoices in 30 days. If no disputes arise, and the invoice has not been paid 60 days after it was received by the Commission, the Consultant may file a claim for fifteen percent (15%) annual rate on amounts not paid after the 60th day.

5. BILLING

Consultant shall provide Commission with monthly billings, which shall include, but not be limited to, the following:

- A. Dates and hours worked
- B. General task performed; and
- C. Detail of out-of-pocket expenses, indicating their purpose such as telephone, travel, hotel, graphic reproduction, postage, etc., for these expenditures provided for in the Contract.

6. OWNERSHIP OF DATA

All completed or partially completed marketing materials, data, documents, and electronic media prepared under the terms of the Contract shall be delivered to and become the exclusive property of the Commission. Therefore, any information and data, given to or prepared or assembled by Consultant under this Contract shall not be made available to any individual or organization by Consultant without the prior written approval of Commission. No materials produced in whole or in part under this Contract shall be the subject of an application for copyright by or on behalf of the Consultant without the prior written approval of Commission. There shall be no legal limitations upon the Commission in the subsequent use of materials or ideas developed under this contract.

7. AUDIT AND INSPECTION OF RECORDS

Consultant shall permit the authorized representatives of Commission, after reasonable notice, to inspect and audit all data and records of Consultant related to carrying out this Contract for a period up to three years after completion of the Contract.

8. AFFIRMATIVE ACTION

The consultant assures that it will undertake an affirmative action program as required by 14 CFR Part 152, Subpart E, to insure that no person shall on the grounds of race, creed,

color, national origin, or sex be excluded from participating in any employment activities covered in 14 CFR Part 152, Subpart E. The Consultant assures that no person shall be excluded on these grounds from participating in or receiving the services or benefits of any program or activity covered by this subpart. The Consultant assures that it will require that its covered suborganizations provide assurances to the Consultant that they similarly will undertake affirmative action programs and that they will require assurances from their suborganizations, as required by 14 CFR Part 152, Subpart E, to the same effect.

9. NON-DISCRIMINATION, EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION PROGRAMS

In the performance of work under this Contract, Consultant shall not discriminate against any employee or applicant for employment because of race, color, national origin, age, sex, or handicap, which shall include, but not be limited to, the following:

Employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeships. Consultant will post in conspicuous places, available for employees and applicants for employment, notices to be provided by Commission, setting forth the provisions of the non-discriminatory clause.

Consultant agrees to strive to implement the principles of equal employment opportunity through an effective Affirmative Action program, and has so indicated on the certificate attached hereto as Attachment A and made a part of this Contract. The program shall have as its objective to increase the utilization of women, minorities and handicapped persons, and other protected groups, at all levels of employment, in all divisions of Consultant's work force, where these groups may have been previously underutilized and underrepresented. Consultant also agrees that in the event of any dispute as to compliance with the aforesaid requirements, it shall be its responsibility to show that it has met all such requirements.

When a violation of the non-discrimination, equal opportunity or Affirmative Action provisions of this section has been determined by Airport, Consultant shall immediately be informed of the violation and directed to take all action necessary to halt the violation, as well as such action as may be necessary to correct, if possible, any injustice to any person adversely affected by the violation, and immediately take steps to prevent further violations.

If, after notice of a violation to Consultant, further violations of this section are committed during the term of the Contract, Airport may terminate the Contract without liability for the uncompleted portion or any materials or services purchased or paid for by the Consultant for use in completing the Contract, or it may permit Consultant to complete the Contract, but, in either event, Consultant shall be ineligible to bid on any future contracts let by Commission.

10. INDEMNITY

The Consultant agrees to the fullest extent permitted by law, to indemnify, defend and hold harmless, the Commission, and its agents, officers and employees, from and against all loss or expense including costs and attorney's fees by reason of liability for damages including suits at law or in equity, caused by any wrongful, intentional, or negligent act or

omission of the Consultant, or its (their) agents which may arise out of or are connected with the activities covered by this Contract.

11. INSURANCE

The Consultant shall purchase and maintain policies of insurance and proof of financial responsibility to cover costs as may arise from claims of tort, statutes, and benefits under Workers' Compensation laws, as respects damage to persons or property and third parties in such coverages and amounts as required and approved by the Commission Director of Finance and Administration. Acceptable proof of such coverages shall be furnished to the Commission prior to services commenced under this Contract.

The Consultant shall provide evidence of the following coverages and minimum amounts.

Type of Coverage Minimum Limits

Workers Compensation	Statutory
Employer's Liability	\$500,000
Commercial or Comprehensive General Liability	
General Aggregate	\$1,000,000 per Occurrence
Bodily Injury & Property Damage	\$1,000,000 Aggregate
Personal Injury	\$1,000,000 per Person
Professional Liability Minimum Limits	
Errors & Omissions	\$1,000,000 per Occurrence
Fiduciary Insurance	\$1,000,000
Automobile Liability	
Bodily Injury & Property Damage	\$1,000,000 Per Accident All Autos- Owned, non-owned and/or hired
Uninsured Motorists	per Iowa requirements

The Consultant shall furnish the Commission with a certificate(s) of insurance showing Consultant has complied with this Article and also naming the Cedar Rapids Airport Commission and its officers and employees and the City of Cedar Rapids and its officers and employees as additional insured for general liability.

12. TERMINATION BY CONSULTANT

Consultant may, at its option, terminate this Contract upon the failure of the Commission to pay any amount, which may become due hereunder for a period of seventy-five (75) days following submission of appropriate billing and supporting documentation. Upon said termination, Consultant shall be paid the compensation due for all services rendered through the date of termination including any retainage.

13. TERMINATION BY COMMISSION FOR VIOLATIONS BY CONSULTANT

If Consultant fails to fulfill its obligations under this Contract in a timely or proper manner, or violates any of its provisions, Commission shall thereupon have the right to terminate it by giving thirty (30) days' written notice of termination of contract, specifying the alleged violations and effective date of termination. It shall not be terminated if, upon receipt of the notice, Consultant promptly cures the alleged violation prior to the end of the thirty (30) day period. In the event of termination, the Commission will only be liable for services rendered through the date of termination and not for the uncompleted portion, or for any materials or services purchased or paid for by Consultant for use in completing the Contract.

14. UNRESTRICTED RIGHT OF TERMINATION BY COMMISSION

Commission further reserves the right to terminate this Contract at any time for any reason by giving Consultant thirty (30) days' written notice by Certified Mail of such termination. In the event of said termination, Consultant shall reduce its activities hereunder as mutually agreed to, upon receipt of said notice. Upon said termination, Consultant shall be paid for all services rendered through the date of termination. This section also applies should the Commission fail to appropriate additional monies required for the completion of the Contract.

15. INDEPENDENT CONSULTANT

Nothing contained in this Contract shall constitute or be construed to create a partnership or joint venture between Commission or its successors or assigns and Consultant or its successors or assigns. In entering into this Contract, and in acting in compliance herewith, Consultant is at all times acting and performing as an independent consultant, duly authorized to perform the acts required of it hereunder.

16. SUBCONTRACTS

Assignment of any portion of the work by subcontract must have the prior written approval of Commission.

17. ASSIGNMENT LIMITATION

This Contract shall be binding upon and inure to the benefit of the parties and their successors and assigns; provided, however, that neither party shall assign its obligations hereunder without the prior written consent of the other.

18. PROHIBITED PRACTICES

Consultant, during the period of this Contract, shall not hire, retain, or utilize for compensation any member, officer, or employee of Commission, or any person who, to the knowledge of Consultant, has a conflict of interest.

19. NOTICES

Notices to Commission provided for in this Contract shall be sufficient if sent by Certified or Registered mail, addressed to Office of the Airport Director, The Eastern Iowa Airport, 2515 Arthur Collins Pkwy SW, Cedar Rapids, IA 52404, and notices to Consultant shall be

sufficient if sent by Certified or Registered mail, addressed to De Novo Alternative Marketing, 329 10th Ave SE, Ste. 112 & 201, Cedar Rapids, IA 52401, or to such other respective addresses as the parties may designate to each other in writing from time to time.

20. AIRPORT SECURITY

Consultant covenants and agrees that it will at all times maintain the integrity of the Airport Security Plan and comply with all laws, statutes, rules, regulations and orders, including Federal Rule 49 CFR 1542, promulgated by any Federal, state, or local agency, authority, or officer, including the Federal Aviation Administration (FAA), the Federal Transportation Security Administration (TSA) and the U.S. Department of Justice.

Consultant, its employees, agents or consultants are expressly required at all times to comply with all laws, statutes, rules, regulations and orders, including Federal Rules 49 CFR 1542, promulgated by any federal, state or local agency, authority, or officer, including the FAA, the TSA, and the U.S. Department of Justice.

Should a penalty be imposed on Commission for an incident involving Consultant's breach of security, Consultant agrees to reimburse Commission for any and all such penalties including, but not limited to, civil fines which may be imposed upon the Commission by any state, local or federal agency, or officer, including the TSA.

21. CONFIDENTIALITY

All data, including originals, images and reproductions, prepared by, obtained by, or transmitted to Consultant in connection with this Contract is confidential, proprietary information owned by the Commission. Except as specifically provided in this Contract, the Consultant shall not disclose data generated in the performance of the Service to any third person without the prior written consent of the Commission. The obligations of Consultant under this section shall survive the termination of this Contract.

22. MISCELLANEOUS

This Contract shall be interpreted and enforced under the laws and jurisdiction of the State of Iowa. This Contract constitutes the entire understanding between the parties and is not subject to amendment unless agreed upon in writing by both parties hereto. Consultant acknowledges and agrees that it will perform its obligations hereunder in compliance with all applicable state, local, or Federal law, rules, regulations, and orders.

IN WITNESS WHEREOF, the parties hereto have executed this Contract on the day, month, and year written below.

CEDAR RAPIDS AIRPORT COMMISSION
2515 ARTHUR COLLINS PKWY SW
CEDAR RAPIDS, IA 502404

INSERT

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ATTEST: _____

ATTEST: _____

EXHIBIT A – REQUEST FOR QUALIFICATIONS

Attached hereto and incorporated herein by reference.

EXHIBIT B – COMPANY’S PROPOSAL

Attached hereto and incorporated herein by reference.