

March 13, 2020

Prospective Proposers:

SUBJECT: Request for Proposals for Executive Recruitment Services

The Capital Region Airport Authority (CRAA) invites the submittal of proposals from qualified firms to provide executive recruitment services. These services are expected to commence after an agreement is signed by the CRAA and the selected firm.

Instructions and forms to be used in preparing proposals are found in the information included in the RFP.

The schedule for this RFP will be as follows:

RFP Distributed	Friday, March 13, 2020
Questions Due	Wednesday, March 18, 2020 by 8:00 a.m. EST
Responses Distributed	Thursday, March 19, 2020 by 12:00 p.m. EST
Proposals Due	Wednesday, March 25, 2020 by 4:00 p.m. EST

If your firm cannot agree to the requirements exactly as set forth in this RFP, please do not submit a proposal.

For questions regarding this RFP, please email to purchasing@craa.com. Questions must be submitted by Wednesday, March 18, 2020. Responses will be posted on the CRAA website at <http://www.flylansing.com/media> on Thursday, March 19, 2020. It is the responsibility of any proposers to review the questions/responses distributed prior to submitting a proposal in order to ensure their proposal is complete and responsive.

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EXHIBITS

- Exhibit A – CRAA Organization Chart and President & CEO Job Description
- Exhibit B – RFP Selection Evaluation Form
- Exhibit C – Scope of Services and Compensation & Fees

1. INTRODUCTION

1.1 Brief Overview of the Project

The Capital Region Airport Authority (CRAA) is soliciting proposals from qualified executive search firms for the purpose of recruiting and hiring a President & CEO.

1.2 About the Capital Region Airport Authority

The Capital Region Airport Authority (CRAA) owns and operates the Capital Region International Airport, a non-hub commercial service airport located in Lansing, Michigan. From 1929 until 1971, the airport was owned and operated by the state of Michigan and governed by the Michigan Aeronautics Commission. The CRAA was created in 1970 pursuant to Act No. 73 of the Public Acts of Michigan, in order to transfer the State-owned airport to the newly created local governmental entity. The airport is served year-round by three (3) legacy airlines: American, Delta, and United, as well as by Apple Vacations charters on a seasonal basis. The terminal building was originally constructed in 1959, and has been expanded incrementally over the years; it is currently 165,000 square feet in size, and serves over 375,000 passengers per year.

The Airport Authority has forty-three (43) budgeted full-time equivalent positions with a senior leadership team comprised of seven (7) leaders. The President & CEO leads the senior leadership team and reports to the Airport Authority Board of Directors. Other positions held by senior leaders include: Director of Finance and Accounting, Director of Talent & Engagement, Director of Public Safety & Operations, Quality & Compliance Director, Director of Facilities & Infrastructure and Planning & Design Manager.

2. SCOPE OF WORK/SERVICES

2.1 Project Goals and Objectives

The purpose of this RFP is to select a qualified executive search firm to address an immediate need to fill the President & Chief Executive Officer position. The firm selected will be asked to enter into an Agreement until the President & CEO position has been successfully filled.

2.2 Project Scope of Work

The work to be performed by the selected firm will include, but may not be limited to:

- 1) Provide the CRAA Personnel Committee with status reports at specific intervals to track the progress of the executive search.
- 2) Schedule and meet with the CRAA Personnel Committee to complete the organization/position assessment and confer with key stakeholders to determine specific position responsibilities, levels of experience and training required, expectations, perceptions and concerns, reporting relationships, company culture, management style, business objectives, challenges and opportunities;
- 3) Draft the Recruitment Profile (Recruitment Brochure) for Personnel Committee (CRAA) approval;
- 4) Research strategy outline, including original research combined with Consultant's proprietary database of potential candidates and a list of target organizations;
- 5) Develop diversity outreach strategies;
- 6) Research and develop candidate pool;
- 7) Identify benchmark candidates;
- 8) Meet with Personnel Committee to discuss any necessary re-calibration of the search strategy or position requirements;
- 9) Develop and Place Recruitment Ads. Outreach to prospective candidates/sources in Consultant's proprietary database;
- 10) Outreach to prospective candidates and sources from original research;
- 11) Conduct a screening process to determine candidates' interest, qualifications, pertinent accomplishments, relevant experience, and overall ability to perform the duties of the position and provide documentation to the Chair of the Personnel Committee;
- 12) Reduce "long list" of candidates to a "short list" of three (3) to five (5) candidates;

- 13) Conduct interviews with “short list” candidates and provide written evaluations on three to five qualified finalists, including reference summaries which focus on verified job-related accomplishments, academic, and professional credential checks;
- 14) Coordinate interview schedules and appropriate travel accommodation details for finalists, if required;
- 15) Prepare questions, exercises, and evaluation forms to be used by the interview panel;
- 16) Attend interviews to introduce the finalists and assist with the interview panel debrief after each interview;
- 17) Conduct interview debrief(s) with the CRAA Board of Directors and/or the Personnel Committee.
- 18) Assist the Chair of Personnel Committee or his/her designee with preparing, delivering and negotiating an employment offer with the final candidate.
- 19) Notify all candidates of their status in the selection process by email or via phone.

3. PROPOSAL REQUIREMENTS

3.1 Proposal Submission

One (1) original with four (4) copies and one (1) digital copy of your proposal must be submitted on or before 4:00 p.m. EST on Wednesday, March 25, 2020 to:

By Hand/Mail Delivery: **Capital Region Airport Authority
ATTN: Bonnie Wohlfert
REF: Executive Recruitment Services
4100 Capital City Blvd.
Lansing, MI 48906**

Due to the COVID-19 events, electronically transmitted proposals to purchasing@craa.com will be accepted.

All proposals will be date stamped when received. The proposal opening will not be a public event.

Proposers are solely responsible for the timeliness of their submittals. As such, Proposers are cautioned to budget adequate time to ensure that their proposals are delivered at the location designated at or before the deadline set forth above. Proposers are cautioned that matters including, but not limited to, traffic congestion, security measures and/or events in or around the Capital Region International Airport, may lengthen the amount of time necessary to deliver the proposal, whether the proposal is submitted in person or by mail.

By submitting a proposal, Proposers certify that such proposal constitutes their full and complete written response to the RFP and evidences their acknowledgement that additional written material outside of such proposal shall not be considered by the CRAA in connection with this RFP, unless the CRAA provides a written request that they submit additional written materials. Absent such written request, proposers are instructed to not submit to the CRAA written or other materials outside of the proposal, either in a subsequent interview or otherwise.

3.2 Evaluation Process and Selection Criteria

All proposals meeting the requirements of this RFP shall be reviewed and rated by an evaluation committee according to the following criteria: 1) firm qualifications, experience, and references; 2) personnel qualifications, experience, and references; 3) project methodology, management, and timeline; 4) compensation; and 5) clarity and comprehensiveness of the proposal. See Exhibit B.

Selected proposers may be contacted to arrange in-person interviews with the evaluation committee. The evaluation committee will make the final recommendation for selecting the consultant.

Proposers are advised that all documentation submitted in response to this RFP

will be considered property of the CRAA and also will become available to the public as a public record and may be released without further notification. Any information that the proposer considers confidential should not be submitted with the proposal.

The Authority will not be liable for the cost of preparing responses or presentation or for any other cost incurred by the proposer in respond to this RFP.

The selected firm must be free of any conflicts of interest and will be required to advise the Authority of any actual or potential conflicts of interest.

The Authority is not bound to accept the lowest priced proposal in this process, nor is the Authority bound to accept the highest evaluated proposal and may reject any or all of the proposals in its discretion. The right to reject any and all proposals shall, in every case, be reserved, as shall the right to waive any informality in the proposal when to do so would be to the advantage of the CRAA.

The Authority shall enter into contract negotiations with the selected firm/proposer. Commencement of work to begin once the contract has been signed by a representative from the CRAA and the Firm/Consultant.

The Authority may amend, cancel or withdraw this RFP at its sole discretion.

3.3 Proposal Content

The following items shall be included in your proposal:

1. Cover Transmittal Letter

Provide a brief narrative which introduces the firm and team highlighting the special strengths of the firm to perform the work requested in this RFP. Include a brief description of how long the firm has been in business and whether the firm specializes in public or private sector recruitment. Also include a statement in the cover transmittal letter indicating that your firm is able to sign the agreement with the terms as set forth in Exhibit C (excluding the sample exhibits for Scope of Work and Compensation, which shall be negotiated with the selected firm).

The letter should be signed by an authorized principal of the proposing consulting firm.

2. Firm Qualifications, Experience and References

Interested firms must be able to demonstrate a record of successful executive searches for high level management positions. Include information regarding your firm's experience involving the size and level of complexity of the proposed project. Qualifications and experience for proposed subconsultants should also be included.

In order to evaluate the responses to this requirement, please submit a listing of executive positions recruited for within the last three years. Please list the positions by

title, the organization for which the recruitment was conducted, the major areas that the position had responsibility for, and a list of references for each position.

3. Project Organization, Personnel and Staffing

Specify the project manager and staff (including partners and subconsultants) who will be conducting the search activities, their credentials and experience, and the role that they will fill during the proposed executive search process.

- Include names, titles, licenses, certificates, fields of expertise, and relevant experience for all proposed personnel and staff.
- A resume for each professional and technical person assigned to the project should be provided as part of an appendix to the proposal. The resumes should include at least three (3) references from previous assignments with telephone numbers and e-mail addresses.
- Provide a project organization chart which depicts the organization of the project team, including reporting relationships to the CRAA's lead project contact and supervision of project team staff.

- Indicate the on-site availability for project manager as well as other staff during the lifetime of each recruitment project.

4. Project Methodology

Interested firms must demonstrate expertise in innovative recruitment methods, understanding of equal employment opportunity principles, and understanding of the sensitivity of conducting high level executive searches from the standpoint of both the CRAA as a public entity and of potential candidates.

In order to evaluate the responses to this requirement, please submit the following:

- a) A description of the firm's methods of information gathering in order to obtain the views and expectations of CRAA's current management, its Board of Directors and/or Personnel Committee on the duties and responsibilities of the position; minimum qualifications including training, experience, talents, skills, and personal attributes; and desirable qualifications to identify exceptional candidates. Submit three samples of recruitment material/brochures.
- b) A description of the firm's methods of identifying candidates whose background and experience matches the position description. Include a description of the firm's methods of balancing the transparency required in the public sector interview process with the interest in preserving the confidentiality of the candidates.
- c) A description of the firm's opinion of how many applicants make up an adequate selection pool.

- d) A description of the firm's method for achieving a diverse (race, gender, sexual orientation, professional experience, etc.) pool of qualified candidates.
- e) A description of the firm's methods to screen the pool of applicants so that a manageable pool of interviewees is obtained.
- f) A description of the firm's methods used to evaluate management skills, interpersonal traits, and important characteristics. Submit three samples of the firm's candidate reference summaries. Items that should be included in these summaries include the relationship of the candidate to the firm, candidate strengths, management style, accomplishments, academic history, plus any other items that may be valuable in accessing the skills, knowledge, and abilities of a potential candidate.
- g) A description of the firm's method used to check job references, academic backgrounds and professional credentials.
- h) A description of the firm's ability to administer the selection process including:
 - 1) Preparing all application and evaluation materials to be utilized in the selection process;
 - 2) Acknowledging in writing all applications and resumes received;
 - 3) Reviewing and evaluating all applications and resumes;
 - 4) Conducting preliminary interviews of highly qualified candidates to determine their interest, qualifications, pertinent accomplishments, relevant experience, and ability to perform the duties and responsibilities of the position;
 - 5) Arranging interviews and, if necessary, coordinating travel or accommodation details for each candidate;
 - 6) Organizing and coordinating candidate review panels or other selection processes;
 - 7) Preparing questions, exercises, and evaluation forms to be utilized by the interview panel(s);
 - 8) Providing detail documentation supporting the selection and non-selection of all candidates interviewed;
 - 9) Notifying unsuccessful candidates; and
 - 10) Providing the contract administrator with status reports on executive searches.

5. Project Management and Timeline

Describe how your firm intends to manage all aspects of the work to be performed, including schedules for completion of tasks, procedures for scheduling and cost control. Include a timeline that illustrates the recruitment process. Note, the CRAA intends to

begin the recruitment process immediately upon entering into an agreement with the selected firm in late-March, with the intent to find and appoint a candidate to the position no later than July 2020, but preferably earlier if feasible. Please provide with your proposal a schedule to meet such expectation for this position as well as a general timeline for any subsequent recruitment for additional positions.

6. Cost

Provide pricing and cost information for the project. Include hourly rates for all proposed team members. Include a total proposed fee to conduct a search for the President & CEO position. The fee must be reasonable and competitive with other proposals for executive search services without compromising the quality of the search and the resulting candidate pool. The proposed fee should include costs for advertisements and brochures generated for the executive search.

Indicate if your firm offers any type of guarantee, if a shortlisted finalist is selected for employment and then terminated for cause or resigns within twelve (12) months.

Provide an explanation of how total costs for the services rendered for executive searches are determined.

Discuss any budget control measures of your firm and proposed subconsultants.

In order for your proposal to be deemed responsive, the following documents MUST be included with your proposal:

3.4 Checklist for RFP Submittal Requirements

A checklist is provided to assist in verification that all elements of the RFP have been addressed. However, firms are encouraged to review the entirety of the RFP to ensure full compliance and not rely solely on this checklist.

- Cover transmittal letter, signed by an authorized principal of the proposing consulting firm.
- Proposal with the following sections, in order:
 - Firm Qualifications, Experience and References
 - Project Organization, Personnel and Staffing
 - Project Methodology
 - Project Management and Timeline
 - Cost
- Resumes for all proposed staff personnel provided in an appendix.

EXHIBIT A

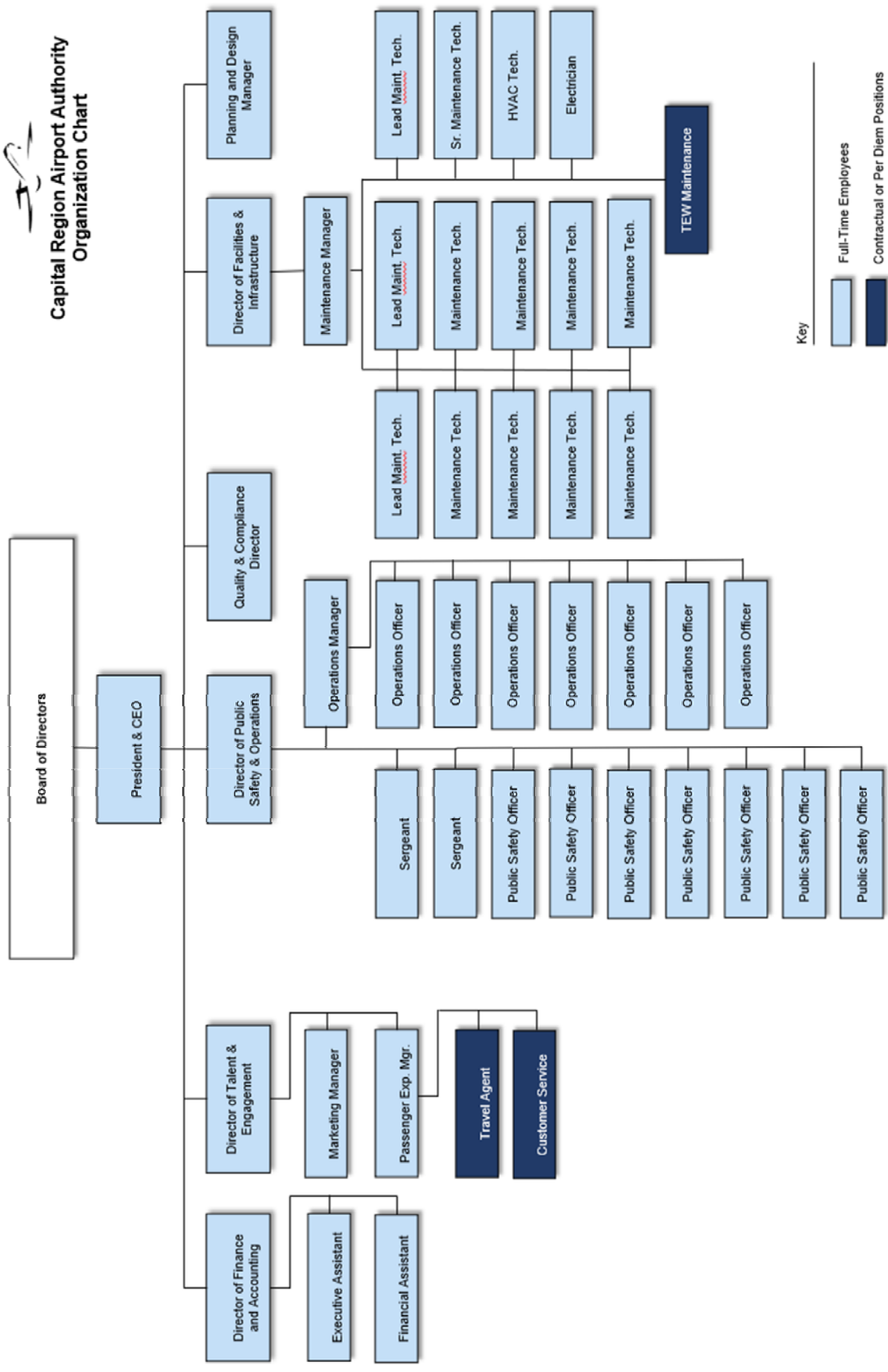
CRAA ORGANIZATIONAL CHART

AND

PRESIDENT & CEO JOB DESCRIPTION



Capital Region Airport Authority Organization Chart



Key

- Full-Time Employees
- Contractual or Per Diem Positions



President & CEO

GENERAL SUMMARY

The President & CEO serves as the Airport Authority's leader through decisive management, exceptional communication and collaboration, unifying and empowering the CRAA Team. The President & CEO strives to maintain a safe and secure Airport while prioritizing and executing improvement projects, air service expansion, community engagement and marketing, and business development.

ESSENTIAL FUNCTIONS

1. Direct the Airport Authority in keeping with the strategic vision outlined by the Board of Directors and Leadership Team.
2. Partner with internal and external stakeholders to strengthen the position of the Airport(s) and ensure their sustainability.
3. Develop and implement comprehensive strategies and tactical plans to expand commercial air service, cargo service, general and corporate aviation.
4. Collaborate with members of the leadership team to prepare annual budgets, financial/investment initiatives and improvement plans.
5. Leads cross-functional teams tasked with development of strategic initiatives, including but not limited to the Authority's Capital Improvement Plan (CIP), Airport Capital Improvement Plan (ACIP), Master Planning and Layout Plans and Community Engagement/Marketing Plans.
6. Ensure compliance with all Federal, State and local laws, rules and regulations, policies and procedures.
7. Oversee quality control throughout the Airport(s), establishing goals for each department in partnership with the leadership team.
8. Maintain current funding and revenue sources while pursuing new opportunities for financial diversification.
9. Represent Authority interests in matters of legislation and regulatory development and by participating on local, state, federal, private and professional boards or associations.
10. Serve as the Authority's primary liaison with State and Federal agencies, and elected representatives, on all Airport regulatory and financial matters.

Other Functions

This list may not be inclusive of the total scope of the job functions to be performed. Duties and responsibilities may be added, deleted, or modified at any time.

EMPLOYMENT QUALIFICATIONS

Preferred Qualifications:

1. Bachelor's degree from an accredited college/university with specialization in Business Administration, Aviation Management or a related field of study.
2. Ten (10) years of progressively responsible experience in the administration and operation of a commercial service airport that is comparable to airports owned and operated by the Capital Region Airport Authority.
3. Experience in leveraging alternative funding sources including but not limited to grants and local/state/federal funds.
4. Certified Member (C.M.) designation from the American Association of Airport Executives (AAAE), or attainable within three (3) years.
5. Demonstrated management, financial and administrative capabilities.
6. Experience as a member of the U.S. military.

Other Requirements:

1. Proven ability to provide visionary strategic leadership; experience guiding the implementation of a strategic plan, establishing metrics, measuring progress and adapting as necessary.
2. Excellent interpersonal and communication skills and an ability to listen, inspire and influence others.
3. Cultural awareness, agility and emotional intelligence; ability to build trust and credibility, collaborate with a wide variety of stakeholders and provide leadership to the Airport Team.
4. Analytical skills and data-driven focus; ability to use data with deep knowledge of their contexts and leverage analytics to drive strategic planning and change management.
5. Demonstrated commitment to fostering and advancing a diverse and inclusive work force with the prioritization of mission and values.
6. Ability to pass an FBI fingerprint-based criminal history record check and a TSA security threat assessment, and maintain eligibility for an unrestricted security access badge in accordance with the ASP and applicable regulations/directives.

Physical Requirements:

This job requires the ability to perform the essential functions contained in this description. These include, but are not limited to, the following requirements. Reasonable accommodations will be made for otherwise qualified applicants unable to fulfill one or more of these requirements:

- Ability to withstand prolonged periods of sitting and/or standing.
- Ability to travel to frequently scheduled meetings and conference outside of the airport(s).

Working Conditions:

- Generally, works in an office setting.

Compensation

- Salary Range - \$120,000 - \$150,000/annually

EXHIBIT B

RFP SELECTION EVALUATION FORM

EXHIBIT B

RFP Selection Evaluation Form

PROJECT: EXECUTIVE RECRUITMENT

SERVICES SCORING GUIDELINES:

Rater's Score: (Range 0-5) - 0=not included/non responsive; 1=Marginal Abilities, Serious Deficiencies; 2=Adequate with Minor Deficiencies; 3=Adequate, Standard-Acceptable; 4=Well Qualified; 5=Exceptionally Well Qualified.

Weighing Factor: Input using a range of 1 through 6, with 1 being of relative lower importance and 6 being relative highest importance. You may use each number (1 through 6) more than once; however, in establishing weights, the total of all the weighing factors (A –E) must equal 20. Example: 3+2+6+4+5=20 or 3+3+3+6+5=20

Weighted Score= Rater's Score multiplied by (x) Weighing Factor. Totals should be calculated for each criterion. Total score = Sum of all weighted scores.

Criteria To be Rated		Rater's Score	Weighing Factor	Weighted Score
A. Firm Qualifications, Experience and References	How long has the company been in business? Has the company done similar work? Level of expertise in subject matters areas?		5	
B. Project Organization, Personnel, and Staffing Project Methodology	Qualification and experience of proposed personnel for requested services? On-site availability of team and project manager?		5	
C. Project Methodology	Quality of proposed project methodology for executive recruitment?		3	
D. Project Management and Timeline	Quality of project management and timeline?		4	
E. Rates and Fees	Competitive rates and fees proposed? Are proposed budget management, fees and staff hours proposed and clearly defined?		3	
	Maximum points possible = 100		A+B+C+D+E =20	Total Points

Print Name: _____

EXHIBIT C

SCOPE OF SERVICES

AND

COMPENSATION & FEE

EXHIBIT C

SCOPE OF SERVICES

The Firm/Consultant shall perform the following tasks:

- 1) Schedule and meet with the CRAA Personnel Committee to complete the organization/position assessment and confer with key stakeholders to determine specific position responsibilities, levels of experience and training required, expectations, perceptions and concerns, reporting relationships, company culture, management style, business objectives, challenges and opportunities;
- 2) Draft the Recruitment Profile (Recruitment Brochure) for Personnel Committee (CRAA) approval;
- 3) Research strategy outline, including original research combined with Consultant's proprietary database of potential candidates and a list of target organizations;
- 4) Develop diversity outreach strategies;
- 5) Research and develop candidate pool;
- 6) Identify benchmark candidates;
- 7) Meet with Personnel Committee to discuss any necessary re-calibration of the search strategy or position requirements;
- 8) Develop and Place Recruitment Ads. Outreach to prospective candidates/sources in Consultant's proprietary database;
- 9) Outreach to prospective candidates and sources from original research;
- 10) Conduct a screening process to determine candidates' interest, qualifications, pertinent accomplishments, relevant experience, and overall ability to perform the duties of the position and provide documentation to the Chair of the Personnel Committee;
- 11) Reduce "long list" of candidates to a "short list" of three (3) to five (5) candidates;

SCOPE OF SERVICES

- 12) Conduct interviews with “short list” candidates and provide written evaluations on three to five qualified finalists, including reference summaries which focus on verified job-related accomplishments, academic, and professional credential checks;
- 13) Coordinate interview schedules and appropriate travel accommodation details for finalists, if required;
- 14) Prepare questions, exercises, and evaluation forms to be used by the interview panel;
- 15) Attend interviews to introduce the finalists and assist with the interview panel debrief after each interview;
- 16) Conduct interview debrief(s) with the CRAA Board of Directors and/or the Personnel Committee.
- 17) Assist the Chair of Personnel Committee or his/her designee with preparing, delivering and negotiating an employment offer with the final candidate.
- 18) Notify all candidates of their status in the selection process by email.

Services to be performed by the CRAA:

- 1) Coordinate meeting times, dates, and locations with Consultant;
- 2) Provide consultant with information on the CRAA and the duties of the position, for discussion with the Personnel Committee for the Position Profile and Recruitment Brochure;
- 3) Coordinate the approval of the Position Profile and Recruitment Brochure prior to distribution by Consultant; and
- 4) Provide travel and lodging accommodations to finalist candidates for appropriate for CRAA interviews.

EXHIBIT C

SCOPE OF SERVICES

Termination of New Hire:

After hire, should the new hire be terminated within one year (12 months), and such termination is performance or background related (e.g., not the result of reorganization, merger, change in reporting relationship, spouse's relocation, illness, or death), Consultant will complete a replacement search at no additional Professional Fee.

EXHIBIT C

COMPENSATION AND FEES

Professional Fee

The Capital Region Airport Authority (CRAA) shall pay to the Consultant for the performance of the services set forth herein the amount of \$ _____.

Terms of Payment

The Consultant shall be entitled to payment of the professional fee of \$ _____ in two installments as follows:

- (a) First payment not to exceed the amount of \$ _____ : Consultant shall submit an invoice for professional fees, consistent with the Consultant's documentation of such items and to the reasonable satisfaction of the CRAA after Consultant has completed tasks #1 through #10, outlined in the Scope of Services to the reasonable satisfaction of the CRAA Personnel Committee Chair or his/her designee;
- (b) Final payment not to exceed \$ _____ : Consultant shall submit a final invoice for professional fees, consistent with the Consultant's documentation of such items and to the reasonable satisfaction of the CRAA Personnel Committee Chair or his/her designee, after Consultant has completed tasks #9, 10, 11, 12, 13, 14, 15, 16, 17 and 18, outlined in to the reasonable satisfaction of the CRAA Personnel Committee Chair or his/her designee;

Discontinuation of Search

If a search assignment is discontinued at the CRAA's request prior to the hire, the Consultant shall be paid a pro-rated amount of the fee for the set of subtasks (subsections a through b of "Terms of Payment" above) that was started prior to discontinuation plus expenses incurred in accordance with "Expenses" above incurred prior to discontinuation.