

**QUESTIONS AND ANSWERS REGARDING
REQUEST FOR QUALIFICATIONS (RFQ) NO. 19-0007
PUBLIC RELATIONS AND MARKETING SERVICES**

Because this is an RFQ, MSCAA is looking for qualifications only at this stage. There were several questions asked that were not related to determining vendor qualifications. Many of these would be covered in the interviews with qualified candidates or in the contract negotiating process. While all questions are listed in this document, answers were provided only to those questions pertaining to qualifications.

1.	<p>On Page 22 of the RFQ, proposers are to provide both proposal and performance bonds. For the performance bond (7.4), is there any flexibility in the “amount equal to contract price”? For example, if a one-year contract is for \$250,000. Would the selected proposer need to provide a bond for \$250,000? We are not sure who sets the value, and therefore, we do not know how to proceed with the RFQ.</p>
	<p>The value of the performance bond must be equal to the amount of the first year of the contract.</p>
2.	<p>As for both the performance and proposal bonds, do you have a specific listing of what would activate those? In addition, who would arbitrate the situation should the clause be activated? I reviewed the proposed contract but did not see specifics.</p>
	<p>The proposal bond would be activated if the successful Respondent refuses to engage in a contract with the Authority. The performance bond would be activated if the successful Respondent fails to meet the terms of the contract following contract execution. The Authority’s sample contract requires any litigation to be brought in state or federal courts in Shelby County, Tennessee.</p>
3.	<p>After a great relationship has come about, how frequently do you think we will have face to face meetings vs online talks or email?</p>
	<p>It’s likely that regular face to face meetings will be needed more often at the beginning of the contract period, but once we’ve settled in, we anticipate weekly calls for project updates and as-needed emailing and calls on a case-by-case basis for particular projects. Face to face meetings could be conducted on a quarterly basis, or ahead of a major event or project. These details will be finalized with the successful Respondent during the contract negotiation.</p>
4.	<p>If the website is mobile friendly, will there be a need for a mobile airport app?</p>

	<p>Not necessarily, no. We have not prioritized a mobile app to this point but are open to the possibility of offering one in the future.</p>
5.	<p>After the contract is awarded, for every “project” provided to the agency, will there be a specific budget assigned to each task or will we need to provide a specific bid for each project on an ongoing basis?</p>
	<p>This question is not relevant to the clarification of the specifications. These details will be finalized with the successful Respondent during the contract negotiation.</p>
6.	<p>Will you share the winning RFQ responses from agencies that were awarded a contract the last time you conducted this process?</p>
	<p>This question is not relevant to the clarification of the specifications.</p>
7.	<p>What is the current public perception of the Memphis-Shelby County Airport Authority?</p>
	<p>This question is not relevant to the clarification of the specifications.</p>
8.	<p>What are your preferred communications channels with agency partners?</p>
	<p>We utilize any necessary communications channels: in-person meetings, calls, emails and texts. Most commonly, we depend on weekly update calls as well as emails for more specific questions and particular projects. Face to face meetings could be conducted on a quarterly basis, or ahead of a major event or project. These details will be finalized with the successful Respondent during the contract negotiation.</p>
9.	<p>What technology tools do you prefer to manage projects with agency partners?</p>

	<p>At this point, we have not used any type of project management software. We utilize Dropbox to exchange large files, but other than that we manage projects using the traditional Microsoft software. However, with this contract we'd like to see a full analytics suite– included for full visibility into marketing and digital data/insights.</p>
<p>10.</p>	<p>What are your goals for the Website Design & Content Management scope, a full redesign or ongoing content updates?</p>
	<p>While our current website content suits our needs, we would like to see a facelift with a focus on the traveler and their mobile device. Design focus should be on surfacing content most immediately needed by passengers at MEM. Content updates are managed in-house.</p>
<p>11.</p>	<p>You mention a content management system. What CMS are you currently on? Are you looking to move to a different CMS?</p>
	<p>Our current CMS is a proprietary system utilized by a subcontractor of our current marketing firm. We are looking to expand the capabilities of our CMS to allow greater flexibility to build out rich content pages in-house.</p>
<p>12.</p>	<p>Do you want us to include hosting, support and maintenance of the website in the proposal?</p>
	<p>While we haven't decided on a course of action regarding hosting and support, we would like to see that included as an option should it become necessary from a technical standpoint. These details will be finalized with the successful Respondent during the contract negotiation.</p>
<p>13.</p>	<p>Do you require 24-hour coverage of social media channels?</p>
	<p>No, we do not. We manage all of our social media in-house. We include it in the scope because there may be times when we need assistance with social media.</p>

14.	<p>Could you estimate the percentage of work that you think will be related to Public Relations vs other services (Creative, Web Content Management, Mobile, Social Media etc.) outlined in the Scope of Services section of the RFQ (Sec. 10)?</p> <p><i>Example:</i> PR+Marketing strategy development, tactics, counsel: 40% Creative Development/Advertising Design & Production: 30% Social Media: 10% Media Buying: 10% Website Content Management: 5% Other/Misc (as directed): 5%</p>
	<p>This question is not relevant to the clarification of the specifications.</p>
15.	<p>The stated goal of your rebranding effort in 2015 was to create an airport identity that was Memphis-centric, reflecting the culture of the Memphis community.</p> <ol style="list-style-type: none"> 1) How effective do you believe that effort was? 2) Does that continue to be a goal? 3) And, could we have access to previous promotional materials?
	<p>This question is not relevant to the clarification of the specifications.</p>
16.	<p>In the overview in Section 10 of the RFQ, you state that the successful respondent will—among other things—act as the Airport Authority’s government relations consultant. Do you have any outstanding issues with the FAA (Federal Aviation Administration) that you would want to address or that we should be aware of? Otherwise, shall we assume you mean local, regional and state officials?</p>
	<p>There are no outstanding issues to address. The statement refers to any governmental relations need with any governmental agency.</p>
17.	<p>Section 10.5 Is there a media-buying budget for the SOW? If so, can you provide that information?</p>
	<p>No.</p>

18.	Do you consider Little Rock and Nashville competitor airports? Would you want to target potential passengers who live between Memphis and Little Rock--and Memphis and Nashville?
	This question is not relevant to the clarification of the specifications.
19.	A comparison of the University of Memphis studies of 2013 and 2017 indicate a \$4.2 billion decrease in the airport's economic impact on the Memphis area. Do you attribute that decrease totally to Delta Air Lines' decision to cease its hub operations in 2013 or are there additional factors to consider?
	This question is not relevant to the clarification of the specifications.
20.	Invoices are submitted when tasks are completed. What is a task defined as? Not time based or milestone-based? (page 25)
	These details will be finalized with the successful Respondent during the contract negotiation.
21.	Please define Financial Status. (page 28)
	Financial status means the financial stability of your company.
22.	Can the references reflect our breadth over several projects? For example, if we do not have 100% of the project scope within one current project but we have delivered similar services across multiple projects. (page 28)
	Yes, that would be acceptable.
23.	Please provide additional details about Current Opinion Leader Lists? What is your expectation from the firm in relation to this? (page 36)
	We'd like our marketing firm to have a strong database of community leaders and influencers.

24.	Do you have a scoring matrix that you can share so we can understand how the weighted value of each section will affect your decision? (page 32)
	<p>For the RFQ, each vendor is evaluated based on its overall qualifications detailed in Section 11: Response Structure. Selected vendors will be interviewed by the Airport Authority’s selection panel. A scoring matrix would be used in the interview phase to rank the top vendors. We do not release the scoring matrix as part of the RFQ process.</p>
25.	Have you performed any market research on your marketing? If so, how old is that data and what is the volume of data or number of responses, etc?
	<p>This question is not relevant to the clarification of the specifications.</p>
26.	How do you measure the success of a marketing project?
	<p>This can vary by project or campaign, but a few of our more common metrics include:</p> <ul style="list-style-type: none"> • Passenger satisfaction • Passenger Awareness (of certain projects, initiatives or developments – such as modernization or new flight options) • Participation (such as enrollment in our frequent parker program) • Reach & Response (through advertising and digital communications, i.e. clicks, etc.)
27.	Do you have a specific ROI for your marketing spend?
	<p>This question is not relevant to the clarification of the specifications.</p>
28.	Are you a data-driven organization?
	<p>This question is not relevant to the clarification of the specifications.</p>

29.	Is innovation in your culture today or is this a fairly recent shift that your organization is in the process of making?
	This question is not relevant to the clarification of the specifications.
30.	Does your board support investing in innovation and experimentation?
	This question is not relevant to the clarification of the specifications.
31.	Can you share what marketing strategies have worked well and what has fallen below your expectations?
	This question is not relevant to the clarification of the specifications.
32.	Can you please provide a link to Insurance Services Offices forms CG2037?
	Respondents should discuss this information with their insurance teams.
33.	Section 5.6 mentions that in order to be considered as meeting the DBE goal for the contract as a joint venture DBE, firms must receive affirmation from the Authority or the TNUCP that certifications are acceptable to the Authority. This must be completed by the time responses are due. Who is the appropriate contact at the Authority, and what is the timeline required to receive approval/affirmation of joint venture DBE relationships?
	<p>The only point of contact is Nathan Luce at 901-922-8030, once Nathan has received your request, he will make available the access to the Business Diversity Development (BDD). Any contact directly to BDD can result in disqualification of the RFQ.</p> <p>The affirmation discussed in the RFQ applies to review/approval of DBE certifications that were issued by entities other than the Authority or TNUCP; these reviews can normally be conducted very quickly. The affirmation discussed in the RFQ is not intended to describe the Authority's process of reviewing/approving the joint venture relationship; joint venture relationships will be reviewed after submission of RFQ responses.</p>

34.	Mention is made in section 5.9 about partial DBE participation as it relates to sales of hard goods (the example is pipe). How would media purchasing be treated?
	Media services purchasing will be treated as a service and thus will be counted as 100%. If the question refers to purchasing media supplies from a DBE supplier, the 60% rule will apply.
35.	Section 7.4 mentions that the Performance Bond would remain in force until User Acceptance Testing is successfully completed. What is this referring to? UAT is generally taken up on large web or software projects. Will that be a part of the scope?
	An addendum has been issued for section 7.4 and posted on our website, www.flymemphis.com . Please click here to view the addendum.
36.	Section 10.1, which deals with scope, mentions special support of special events. To what degree will the agency be supporting (meaning: would we be managing the entire thing from setting up tents and catering and A/V, etc.) or would we only be supporting the communications and promotion component? If the former, would DBE participation here be graded at 100%?
	Most likely this would be a support role, with Authority staff managing at least part of the event. Things such as catering, A/V and tents are generally handled internally. The firm would be more focused on planning, organization, communications and execution. Any DBE participation (excluding purchased supplies from a DBE) will be counted at 100% when performed by a DBE. These details will be finalized with the successful Respondent during the contract negotiation.
37.	Section 10.3 mentions mobile applications. Can you further define what sort of app would need to be created (or the coding expertise required)?
	At this time, we'd prefer to serve our mobile audience with a fully mobile-optimized site experience – second to the desktop experience. We may consider an app in the future if the user data backs it up and native app functionalities are desired.
38.	For creative work samples that we provide, will these need to be included in the binder or submitted only via a thumb drive?

	They can be submitted on a thumb drive, in printed form in the binder, or both.
39.	"Submission of prior work samples must be by electronic media only." May work samples be included in the printed RFQ or should they be a separate file?
	They can be submitted on a thumb drive, in printed form in the binder, or both.
40.	Who is the current agency?
	RedRover Company
41.	Are you happy with their work?
	This question is not relevant to the clarification of the specifications.
42.	How much money did you spend on public relations and marketing services over the last five years?
	This question is not relevant to the clarification of the specifications.
43.	Can you give us a copy of your last 3 annual reports?
	Our Comprehensive Annual Financial Reports are available at http://www.flymemphis.com/reports .
44.	Can you give us a copy of the creative?
	This question is not relevant to the clarification of the specifications.

45.	The Performance Bond that is submitted with the response, will this be returned if not awarded the contract to all respondents?
	A performance bond is not required with the response; the successful Respondent will be required to furnish a performance bond at the time of Contract execution and prior to the start date of the Contract. A proposal bond is required with the response; proposal bonds will be returned after a contract is executed with the successful Respondent.
46.	The contract changes that agencies are allowed to submit, what changes in the past have you and your team discussed changing and why?
	This question is not relevant to the clarification of the specifications.
<p style="text-align: center;">Questions are listed as submitted, company names are withheld.</p>	