



Request for Proposal

General Marketing Consultant

Issued: December 27, 2022

**Department of Port Control
Cleveland Hopkins International Airport
5300 Riverside Drive
P.O. Box 81009
Cleveland, Ohio 44181-0009
Phone: 216-265-2693
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Northern Ireland Fair Employment Practices Disclosure

Affidavit

Request for Taxpayer Identification Number

Non-Competitive Bid Contract Statement for Calendar Year 2023

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EXHIBITS:

Exhibit "A" - Sub-contractor Addition and Substitution Policy

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INTRODUCTION

As part of the ongoing effort to increase consumer awareness and utilization of Cleveland Hopkins International Airport ("CLE") and Burke Lakefront Airport ("BKL") (collectively "Airports" or "Cleveland Airport System") the City of Cleveland, owner and operator of the Airports, through its Director of the Department of Port Control ("Director"), is soliciting proposals from qualified firms, with demonstrated experience in, and thorough knowledge of, planning and developing marketing and communication strategies, collateral materials, graphics and digital applications and social platforms which target the airline and airline services, aviation, and travel industry, as well as the air traveling public and corporate jet operators, as described more fully in this Request for Proposal ("RFP").

The Department of Port Control ("Department") seeks to implement a comprehensive, coordinated marketing and communications program to include marketing and advertising, public relations, public affairs and promotions in support of the Cleveland Airport System and Division of Harbors. The Department is looking for a creative consultant, which will be able to provide analytical and digital insights, specific to the airline and aviation industry, to assist the Department in the development of a proactive airport marketing and communications strategy to ensure the Airports reach their full potential as international and domestic gateways.

A non-mandatory pre-proposal conference will be held on **Wednesday, January 4, 2023**, at 10:00 a.m. local time, via WebEx Meeting. To call into the meeting, call 1-415-655-0002 and the access code is 2630 994 5817. At that time, interested parties may ask questions pertaining to this RFP. Those planning to attend the pre-proposal conference are asked to register, by 4:00 p.m. on Tuesday, January 3, 2023, by e-mail to smuia@clevelandairport.com. When registering for the conference, it will be necessary to provide the names of all attendees. It is also advantageous to provide e-mail addresses for all attendees, although it is not required. Proposers are encouraged to attend the conference although attendance is not mandatory.

Each Firm shall submit seven (7) complete Proposals, consisting of one (1) unbound original, five (5) identical bound copies and one (1) digital copy in either Microsoft Word (.doc/.docx) or Adobe Acrobat (.pdf) format, to the Department, no later than 4:00 p.m. local time, on **Wednesday, January 25, 2023**. No Proposals shall be accepted after that time unless such date or time is extended pursuant to a written addendum issued by the City of Cleveland. **Fee proposal must be in a separate, sealed envelope.**

Proposals may be mailed to the address below and must be identified on the outside of the envelope(s) as: **Proposal – General Marketing Consultant**

Cleveland Airport System
Department of Port Control
Administrative Offices
5300 Riverside Drive
P. O. Box 81009
Cleveland, Ohio 44181-0009

Attention: Sharri Muia

Proposers may also elect to submit their Proposal electronically. Please send the electronic Proposal submission to airportprocurement@clevelandairport.com. All electronic submissions must be received no later than **4:00 p.m. local time on Wednesday, January 23, 2023.**

The Director reserves the right to reject all Proposals, or portions of any, or all, Proposals, to waive irregularities and technicalities, to re-advertise or to proceed to provide the service otherwise in the best interest of the City. The Director may, at his sole discretion, modify or amend, any and all of the provisions herein.

The Department has instituted a program whereby interested parties may receive this RFP through the City's website and the Department's website along with all applicable documentation and mailing lists. Please refer to the following websites for access to the RFP:

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/Finance/RFP>

<http://www.clevelandairport.com/about-us/business-cle/bids-rfps>

NOTE: In an effort to comply with the City's green initiatives, the Department will advertise all RFPs and Requests for Qualifications (RFQs), on the websites listed above, together with all supporting documentation. A Letter of Invitation will be released as notification of the publication of a RFP or RFQ for all projects.

All future documentation, including addenda, response to questions, schedule changes, and additional requirements, for this RFP, will be posted on the above sites, as no additional paper mailings will be made for this Project. Upon receipt of a Letter of Invitation, it is requested that interested Proposers contact Sharri Muia, via e-mail: smuia@clevelandairport.com as confirmation of receipt and interest.

1. PURPOSE OF REQUEST

The City of Cleveland, owner and operator of the Airports, through its Director, is soliciting proposals from qualified firms, with demonstrated experience in, and thorough knowledge of, planning and developing proactive and responsive marketing, communication and promotion strategies, collateral materials, graphics and digital applications, which target the air travel consumer market, the airline and airline services, leisure and business travel industry, airports, and the aviation field, as well as provide creative and technical professional services to develop, and implement, a modern and optimized User Experience ("UX") external website that is consistent with air travel and airport within the Aviation industry. This RFP is an invitation to experienced marketing firms to submit proposals, to the Department, outlining, in detail, their ability to serve as a creative consultant, to the Department, to assist in the development of a comprehensive airport marketing and communications strategy, including public relations, public affairs and promotions to ensure the Airports reach their full potential as international and domestic gateways.

2. GENERAL SCOPE OF SERVICES

2.1 Scope of Service.

The Department seeks a consultant(s) (preference is for one firm to provide all services required in this RFP; however, it is not required), to provide a comprehensive, coordinated strategy, and related services, in support of the Department's marketing and communication initiatives for the Cleveland Airport System and the Division of Harbors. Specific task assignments are expected to vary, depending upon the Department's needs, throughout the duration of the contract period. These services include a mix of anticipated and unanticipated tasks that may be repetitive or non-repetitive.

The scope, of the contract, requires the qualified firm or firms to provide professional marketing and communications services that include website analysis and assessments, Drupal Programming, Optimization, Analytics and Application Development. Please refer to Section 2.2 – Minimum Service Requirements.

The scope of the contract shall encompass the defined scope of work. The RFP does not attempt to define all of the contract needs nor detail them. Rather, it is flexible and allows for the credentials of the Successful Firm(s) to be demonstrated in the areas of expertise necessary to the contract. Please refer to Section 2.2 – Minimum Service Requirements and Section 2.7 - Qualifications/Experience for more details regarding project services and preferred Firm qualifications and experience.

2.2 Minimum Service Requirements.

It is the Department's intent to award a contract granting the Successful Firm a right and obligation to perform the Service. The City reserves the right to revise the scope of services prior to the execution of a contract to (i) reflect changes arising out of this RFP process; (ii) incorporate any City requirements adopted after the publication of this RFP; and (iii) incorporate any other changes it deems necessary.

- (A) Handle a variety of public image and communication related projects, including development, implementation and support of a proactive strategic plan for enhancing the Airports' image, brand, recruiting strategies, employees and its facility resources.
- (B) Manage a marketing program, which consists of public affairs, media relations, and public relations and includes consulting for web site and social networking, media relationships, travel, business writers and blog programming, clipping service of media mentions of the Department and/or Cleveland Airport System facilities, as well as other competitive airports, and other marketing-related services.
- (C) Host, maintain and perform regular security audits of the CLE and BKL websites.

- (D) Manage and market airport special event programs hosted, or co-hosted, by the airlines, including coordination of sponsorships, and event planning, of celebrating new routes and air services, air service incentive funds, construction, and other airport milestones, that support the Department.
- (E) Develop comprehensive strategies to ensure that target markets are reached effectively (including consideration of competitive airports) in a cost efficient manner and that marketing initiatives have outcomes that are measurable and quantified with key performance indicators ("KPI's"), analytics, and attribution models.
- (F) Design, write copy, create editorial concepts, extend advertising slogans or themes, create specialty items and promotional campaigns, illustrations, original artwork and publications.
- (G) Development of creative, graphics, copy writing, copy editing, reports, brochures, video and audio production, animation, presentations or other marketing materials or products to enhance the Airport's brand and visibility.
- (H) The services provided may be utilized in, but not limited to, production of brochures and other promotional literature in multiple languages; promotional materials; publications; audio-visual and multi-media presentations; interactive video; special events; conferences and trade events; exhibit design and fabrication for tradeshow and working with other advertising, marketing and airport business partners.
- (I) Design and develop the Department's monthly analysis reports.
- (J) Provide monthly website performance reports (i.e. unique views, etc.)
- (K) Provide professional solutions for effectively managing and utilizing the CLE and BKL websites to meet the Department's current strategic communication plan as well as to further enhance the Department's brand and market awareness.
- (L) Develop custom video production, for television advertising and promotional presentations, identify, in the response, if this will be offered as an in-house service and, if it is not in-house, how this service will be produced.
- (M) Design custom advertising messaging for target marketing.

2.3 Department External Websites (CLE, BKL and Master Plan)

The scope of the contract may also require the qualified firm to provide additional website professional services and support that may include a redesign and/or upgrade of the CLE and BKL websites.

Proposers shall be asked to provide a detailed production plan and schedule to redesign the CLE and BKL external websites. The plan and schedule would need to include all phases of the required service, including, but not limited to, the following:

- (A) Designed and built with modern UX considerations and strategies with a Mobile First Design approach and must include examples for additional features and enhanced components (HTML, CSS, javascript streaming video, publishing platforms, AI chatbox, etc.);
- (B) Must only be built on the most current Drupal Content Management System, following Drupal CMS research based web design and usability best practices and guidelines and not interfere with the Department's ability to add, update, or otherwise edit the site;
- (C) Fully responsive, user-centric,, and interactive website that adheres to the Department's approved brand guidelines and must be customized to support aviation and air travel industry web applications and allow for more advance technological capabilities, functionality and current air service and air travel customer service metrics;
- (D) 24/7 technical and maintenance support, inclusive to: Cyber security, support, API/SDK integrations, staff training, integration of advances tools and features and web hosting support for the duration of the contract;
- (E) Built using search engine optimization best practices and principles so that content can be crawled by the main search engines;
 - a. Incorporate diverse content solutions that provide dynamic support and improved functionality for existing content such as web forms, maps, and other web-based applications and services;
- (F) Ensure the website has multilingual translation capabilities pursuant to City policies, industry standards, and best practices; and
- (G) Must meet the Web Content Accessibility Guidelines (WCAG) 2.0 Level A accessibility standards.
- (H) Production Plan must include Usability Testing during the development process, as well as Quality Assurance testing to targeted audience that is specific to airport employees, airline and air service staff, passengers, stakeholders and aviation industry partnering agencies.
- (I) Establish Customer Service pages for customer entry that can be used to submit in fillable forms customer concerns that can easily be imported to usable data programs such as excel to respond, track and monitor trends.
- (J) Must be compatible with other native and web apps, and other digital services including, but not limited to: a Digital Asset Management System, Flight View and Tracking, Airline Schedules, Social Media Management tools, Marketing Platforms to create promotional content and campaigns, Customer Relationship Management programs and systems, loyalty program platforms and web

benchmark/research tools that are specific to airports, air service, air travel and the aviation industry.

2.4 Budget.

- (A) The Successful Firm will be compensated through a monthly retainer fee. This monthly retainer will cover all services performed under the contract, including website technical support and any all-inclusive hourly labor rates for each of the staff classifications requested. Beyond the monthly retainer fee which includes the items previously referenced, the Successful Firm will also be compensated for separate reimbursable items. These reimbursable items may include, but are not limited to, Air Service Development incentive funds (up to 1 MM annually within the Air Service Incentive funds.) The proposed retainer should include all direct and indirect costs and profit for the Successful Firm. The Department will pay, to the Successful Firm, the monthly retainer fee accepted at contract award, and any future approved reimbursable expenses, subject to the maximum compensation set forth in the contract.
- (B) The all-inclusive labor rates will remain fixed during the term of the contract except as provided for in sub-paragraph (C) below. In the event the Department assigns a task, to the Successful Firm, requiring expertise or personnel not previously identified in its submittal for this contract, the Successful Firm may submit, for the Director's approval, alternative staff/firms to perform the work.
- (C) The Successful Firm may request, in writing, at least forty-five (45) days prior to the start of the second year, and, again, at least forty-five (45) days prior to the start of each option year of the contract period, an inflationary increase in the approved hourly rates. Any such request must include clear and convincing evidence supporting the need. The Department retains the right to deny any such request based on the insufficiency of documentation received or any other reason it believes will diminish the effectiveness of the services provided.
- (D) Approval of requests for reimbursable expenses is always at the discretion of the Department. The inclusion of direct, non-salary costs will be determined by the requirements of the project and the Successful Firm's location. All reimbursement requests must include appropriate documentation verifying the amount of the request. Approval of requests for reimbursable expenses is at the discretion of the Department.

2.5 Working for Competing Entities.

For the term, of the contract, awarded as a result of this RFP, the Successful Firm must agree to not contract with any other competing state, airport or private entity representing a state or airport to render similar services. Any airport located within a one hundred fifty (150) mile radius of the Airport may be considered a competing

airport, including, but not limited to Akron/Canton, Columbus, Detroit, Lorain County, Pittsburgh and Toledo airports.

2.6 Project Administration.

- (A) Within one week after receipt of a written Notice To Proceed issued by the Department, the Successful Firm shall be prepared to begin work covered by the contract and shall execute the work to be performed on an as-required basis to the Department's satisfaction and in accordance with the tasks specified, unless otherwise directed by the Department.
- (B) All work performed by the Successful Firm shall be under the direction of the Department's Project Manager who is a member of the department's communications team.
- (C) Task orders are individual project tasks that will be assigned, by the Department's Project Manager, to the Successful Firm, for services to be performed on an as-needed basis; these will vary from a month-to-month basis. The Successful Firm will, after assignment of a task by the Project Manager, develop a scope of services, management approach, detailed man-hours and cost estimate to be presented for possible negotiation and approval. The Successful Firm shall not proceed on any project without written approval of the project estimate by the Project Manager.
- (D) All pertinent telephone conversations between the Department and the Successful Firm, relative to instructions and/or authorizations, must be confirmed, in writing, by the Successful Firm, and submitted to the Project Manager for written approval.
- (E) The Successful Firm is responsible for controlling costs and ensuring that all required work is completed within the approved time limit for each task order/project task. No modification to the scope of work, or extra work, related to a task order/project task will be considered by the Department unless conditions have been specifically documented as required by the terms of the contract. Additionally, this documentation will be verified prior to the Department's authorization to the Successful Firm to perform additional work, except in the case of an actual emergency situation which will be documented by other appropriate writings.
- (F) The Successful Firm's staff shall be available with no more than five (5) business days' notice to attend meetings or make presentations at the request of the Department's Project Manager. Such meetings and presentations may be held at any hour between 7:00 a.m. and 10:00 p.m. on any day of the week. The Successful Firm may be called upon to provide illustrations, audio and visual displays and similar material for such meetings.

- (G) Copies of all appropriate written correspondence between the Successful Firm and any party pertaining specifically to any project shall be provided to the Department's Project Manager within one week of the receipt or sending of such correspondence.
- (H) All other correspondence shall be turned over to the Department after completion of the project. The Successful Firm shall provide, to the Department, on a monthly basis, progress reports, which describe the work performed on each work element, problems encountered, man hours expended by each member of the Successful Firm's team and the total dollar expenditure on the project by work element during the reporting period. Progress reports shall be delivered to the Department's Project Manager within one week of the monthly reporting period and shall be attached to the invoices when submitted for payment.
- (I) No work performed on behalf of the Department may be used for other clients or potential clients of the Successful Firm without prior written approval from the Department's Project Manager.
- (J) Completion times, individual assignments and cost shall be agreed upon before each phase of a specific project assignment.

2.7 Qualifications/Experience.

- (A) Firms should have an established record, of achievement, in assisting large, and medium, hub airports, tourism entities or travel companies with marketing-related strategies and tactics, including development, management and supporting of airport and/or aviation website.
- (B) Firms should have experience with planning and supporting events and creative marketing development service for the purpose of air service development and related marketing. This requires a direct understanding of air service development, new airline development and destination marketing.
- (C) Firms should clearly demonstrate and document within its proposal its experience in the types of contract services listed in this RFP. It is preferred that relevant experience cited on behalf of Firms be within the last ten years.

Firms should clearly indicate the specific tasks or areas of expertise that will be subcontracted, and to what entities. Experience cited for proposed subcontractors should demonstrate proficiency in the services proposed for this contract. Please refer to Sections 4.4 for information relative to CSB/MBE/FBE subcontracts proposed for goal attainment.

2.8 Key Staff.

Key staff is defined as productive staff having major project responsibilities.

- (A) Personnel proposed should have the desired qualifications and experience in his/her area of expertise. It is preferred key staff experience cited be within the past ten years.
- (B) Firms should use the personnel classifications listed below in its Proposal, exercising judgment relative to a "best fit" of its organizational personnel classifications with those indicated below. Additional key personnel classifications, not listed in Section 2.8, will also be accepted for purposes of this RFP.

An individual may not be proposed to perform in more than one of the proposed key staff roles.

- (1) Corporate Officer: this individual should have experience managing contracts of similar complexity and comparable size. The Corporate Officer has contract signature authority and legally binds the resources of the Successful Firm to perform the project services at the contract prices to the satisfaction of the Department. The Corporate Officer serves as the client liaison and is responsible for contract administration responsibilities and general project oversight on all tasks assigned by providing insight, direction and support assuring the product, budget and schedule meets Department expectations. The Corporate Officer should have general working knowledge of all tasks that could be required under this contract, and the processes to accomplish those tasks. The Corporate Officer will have the final responsibility for quality control and quality assurance of services provided to the Department. Additionally, the Corporate Officer may be required to participate in discussions and/or presentations on behalf of the Department.
- (2) Project Manager: Airport's daily contact person and the main contact with third parties on behalf of the Airport. He/she should have experience in managing subcontractors, meeting deadlines and making presentations. The Project Manager will be responsible for the administration of the contract and will be the day-to-day direct point of contact between the Department and the Successful Firm. The Project Manager will manage and provide task leadership to the project, including overall scheduling, assignment of staff resources, budget review/adherence, quality control and day-to-day coordination of staff activities and subcontractors. He/she should have prior experience successfully managing on-call, multi-tasked contracts of comparable size.

- (3) Research Director: Main contact person with various outside sources. This person will be responsible for in-house coordination of presentations, as well as quality control.
 - (4) Senior Clerk: Main person working on presentations on behalf of the Department. He/she should have experience preparing presentations and have experience with spreadsheet and presentation software, including, but not limited to, Excel and PowerPoint.
 - (5) Junior Clerk: He/she should have experience preparing presentations, have a working knowledge of spreadsheet and presentation software, including, but not limited to, Excel and PowerPoint.
- (C) Individuals proposed and accepted by the Department as personnel for this contract are expected to remain dedicated to the contract.
- (D) In the event a key staff person becomes unavailable for continuation of the work assignment, the Successful Firm shall replace said individual(s) with personnel of equal ability and qualifications. However, any changes to designated key staff personnel will require the prior written approval of the Department. If acceptable, changes shall be effected without additional cost to the Department and without formal modification of the contract.
- (E) The Successful Firm shall provide personnel at skill levels required for each type of services to be performed under the contract. Any employee whose service is deemed unsatisfactory for any reason by the Department shall be removed from the project. Upon written notification from the Department, the Successful Firm shall promptly offer a replacement with equal ability and qualifications for the Department's approval. The Successful Firm shall be responsible for any costs arising from the action of the Department relative to this requested action.

2.9 Financial Offer.

Utilizing "**Exhibit E**" **Fee Table**, Firms should submit their best financial offer in the form of a monthly retainer, which includes all of the specifications mentioned in Section 2.1 Scope of Work; Section 2.2 Minimum Service Requirements; and 2.4 Budget. Any additional fees associated with managing reimbursable items/services not covered in the retainer should be submitted as separate costs. No qualification of the financial offer will be accepted. The financial offer shall be considered a final offer and will not be subject to negotiation.

3. GENERAL TERMS AND CONDITIONS OF THE CONTRACT

3.1 Term and Termination.

- a. The Department intends to recommend award, of a contract, to the Firm that best satisfies the needs, of the Department, based on the requirements of this RFP. The Department reserves the right to award more than one contract, using the criteria defined in this RFP, if, in the Department's judgment, there is more than one qualified Firm to fulfill the commitments.
- b. The contract shall be for a term of one (1) year with three (3) 1-year options commencing with the effective date of the contract.
- c. The City may terminate the contract at any time for cause upon failure to perform in the manner satisfactory to the City after the Successful Firm has received written notice as provided in the contract. Such written notice may specify, among other matters, bankruptcy, unsatisfactory adherence to schedules, unsatisfactory performance of services, unsatisfactory operating practices and failure to comply with other provisions of the contract. The City shall, in the sole exercise of its business judgment, determine whether the service or any part thereof, is being performed in an unsatisfactory manner.
- d. If at any time during review or audit of the successful Firm and its CSB contractors, the City determines that the successful Firm and/ or its CSB sub-contractors are not functioning in good faith, the successful Firm must submit a corrective action plan within sixty (60) calendar days of the written findings. The City will then review the corrective action plan and, if acceptable, will provide written approval of the plan. If the successful Firm does not meet the provisions of the corrective action plan and the City continues to find the successful Firm and its CSB subcontractors not to be functioning in good faith or in non-compliance with the non-discrimination provisions of this contract the City shall impose such sanctions as it may determine to be appropriate, including but not limited to (i) cancellation, termination or suspension of the contract; or (ii) suspension from participation in future City contracts.
- e. The City may, subject to applicable notice and cure provisions, terminate the contract for cause should the Successful Firm fail to maintain any licenses or permits as required by the contract or fail to adhere to the City's and/or Department's applicable rules and regulations.
- f. Failure of the Successful Firm to strictly enforce a subcontract agreement with any of its subcontractors shall be considered a default by the Successful Firm and grounds for termination of its contract with the City.

- g. The City may, at any time and in its sole discretion, without cause and upon thirty (30) calendar days' written notice, discontinue the Service entirely. Such discontinuance of the Service by the City shall not constitute a breach of the contract by the City and the City shall have no obligation or liability whatsoever; and Successful Firm shall make no claim for payment of damages or of any cost or expense incurred in connection therewith.
- h. By submitting a Proposal, in response to this RFP, a Firm is certifying that all work will be performed in conformance with applicable local, state and federal laws and regulations and accepts the terms and conditions set forth herein, all of which will be made a part of any contract awarded as a result of this RFP.
- i. Selected Firm or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Firm shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of United States Department of Transportation assisted contracts. Failure by the Firm to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as the City deems appropriate.

The statement above must be included in all sub-contractor and sub-consultant agreements that the prime contractor or prime Firm signs with a subcontractor or sub-consultant.

3.2 Sub-contractors/Sub-consultant

Clearly indicate the specific tasks, or areas of expertise, that are subcontracted, and to what entities. Experience cited for proposed subcontractors/sub-consultants shall demonstrate proficiency in the services proposed for this contract. Adding subcontractors/sub-consultants later into the contract will require the City's Board of Control approval and, depending on the specialty, may stop progress on the work. Subcontractors/sub-consultants not approved by the Board of Control will not be allowed to work in any aspect.

3.3 Americans with Disabilities Act

Selected Proposer shall be required to submit a statement indicating compliance with the Americans with Disabilities Act ("ADA"), Public Law 101-336, including: (i) actions taken to comply with ADA at the Airport Facilities; (ii) information regarding lawsuits or complaints filed against the selected Proposer pursuant to the ADA; and (iii) plans for future actions to enhance both ADA mandated and voluntary accessibility.

3.4 Insurance

Insurance Contractor shall, at its expense and at all times during the performance of services, maintain the following insurance coverage. The insurance company (ies) providing the required insurance shall be authorized by the Ohio Department of

insurance to do business in Ohio and rated "A" or above by A.M. Best Company or equivalent. The Successful Proposer, shall provide a copy of the policy or policies and any necessary endorsements or a substitute for them satisfactory to and approved by the director of Law, evidencing the required insurance upon execution of the contract.

- A. **Comprehensive General Liability Insurance.** The comprehensive general liability insurance policy ("CGL") shall (1) be occurrence type; (2) name City and the Designer as an additional insureds; (3) include products/completed operations coverage; (4) have limits covering the successful Contractor, the City and the Designer as their interest may appear, for any one incident; and (4) be primary and non-contributory, notwithstanding any other insurance covering City. Such policy or policies shall include "Contractual Liability", the "Explosion Hazard", the "Underground Property Damage Hazard", and the "Collapse Hazard". If Contractor shall use motor vehicles on the aircraft ramps, taxiways or runways of the Airport and such vehicles are not escorted by escorts authorized and approved by the City, covering the successful Contractor and the City as their interest may appear, for each occurrence.
 - a. This insurance shall include coverage for damage of property of any nature in care, custody, or control of the contractor or any property over which the successful Contractor is directly or indirectly exercising physical control by reasons of the work to be performed.
 - b. Contractor may utilize Excess or Umbrella coverage to satisfy limit requirements as long as those policy do not restrict the primary policy in any way.
- B. **Business Automobile Liability Insurance.** The business automobile liability insurance policy shall cover each automobile, truck or other vehicle used in the performance of the services, covering the successful Contractor and the City as their interest may appear, for any one incident for bodily injury (including death at any time occurring) and property damage per occurrence for any work and/or access to the landside area of the Airport, covering the successful Contractor and the City as their interest may appear, for any one incident for bodily injury (including death at any time occurring) and property damage per occurrence for any work and/or access to the airside area of the Airport.
- C. **Professional liability insurance** (including errors and omissions) shall have limits each occurrence and subject to a deductible per occurrence and in the aggregate and if not written on an occurrence basis, shall be maintained for a period of not less than two (2) years following the completion of the services provided under the contract. The policy shall include valuable papers coverage.

- D. **Workers' compensation and employer's liability insurance** as provided under the laws of the state of Ohio. Notwithstanding the foregoing successful Contractor shall increase the limit of employer's liability insurance to a limit for each occurrence or any other increased amount as the City may reasonably require. Successful Contractor shall save the City harmless from any and all liability from or under said act.
- E. The successful Contractor shall take out and maintain in the name of the City of Cleveland as owner, and himself as Contractor, all builder's risk insurance in an amount equal to one hundred percent (100%) of his construction contract.
- F. Successful Contractor shall maintain statutory unemployment insurance protection for all its employees.
- G. The policy or policies shall be with companies authorized to do business in the State of Ohio and rated A- VII or above by A. M. Best Company or its equivalent.
- H. The policy or policies shall contain the following special provision: "The Company agrees that thirty (30) calendar days prior to cancellation or reduction of the insurance afforded by this policy, with respect to the contract involved, written notice will be sent by certified mail to the Director of Port Control, City of Cleveland."
- I. Maintain such other insurance policies such as Garage Keepers and the like as may be reasonably required by the City.
- J. An original certificate of insurance, declarations pages of the policy (ies) or insurance binder(s) shall be deposited with the Department of Port Control City of Cleveland before the commencing of any work under the contract.
- K. Successful contractor shall name the City of Cleveland and the Department of Port Control as an additional insured on their General Liability and Auto policies.
- L. All policies shall contain a waiver of subrogation wherein the insurer(s) waives all rights of recovery against the City of Cleveland and Department of Port Control. All policies shall be primary and non-contributory.
- M. Contractor shall require any and all of its subcontractors to procure, maintain and pay premiums for the insurance coverages and limits of liability outlined above with respect to products, services, work and/or operations performed in connection with this Agreement.
- N. The maintenance of such insurance as outlined herein shall in no way constitute a waiver of legal liability for damages to any adjoining buildings or their contents or the work and property of others on the site beyond the limits of insurance thus maintained. The Contractor shall hold harmless the

Airport Engineer and their agents for and from any injury or damage resulting from the negligent or faulty performance by the Contractor or his subcontractors. All insurance shall be carried without interruption to the end of the guarantee period.

4. GENERAL INFORMATION

4.1 Submission of Proposal

- A. Each Firm shall provide all information, requested by the Department, in this RFP. Firms must organize their packages to address each of the elements outlined and in the same order listed in Section 6 of this RFP.
- B. Firms are advised to carefully read and complete all information requested in the RFP. If the Firm's response, to this RFP, does not comply with the conditions for submittal, it shall be considered unacceptable by the City and may be rejected without further consideration.
- C. The City wishes to promote the greatest feasible use of recycled and environmentally sustainable products and to minimize waste in its operations. To that end, all Proposals should comply with the following guidelines: Unless absolutely necessary, copies should minimize or eliminate use of non-recyclable or non-re-useable materials. Materials should be in a format permitting easy removal and recycling of paper. A Firm should, to the extent possible, use products consisting of or containing recycled content in its Proposal including, but not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, and the like. Do not submit any or a greater number of samples, attachments or documents than specifically requested.

4.2 City's Rights and Requirements

- A. Under the laws of the State of Ohio, all parts of a proposal, other than trade secret or proprietary information, may be considered a public record which, if properly requested, the City must make available to the requester for inspection and copying. Therefore, to protect trade secret or proprietary information, the Firm should clearly mark each page, but only that page, of its Proposal that contains that information. The City will notify the Firm if such information in its Proposal is requested, but cannot, however, guarantee the confidentiality of any proprietary or otherwise sensitive information in or with the Proposal. Blanket marking of the entire Proposal as "proprietary" or "trade secret" will not protect an entire Proposal and is not acceptable.
- B. The Director, at his or her sole discretion, may require any Firm to augment or supplement its Proposal or to meet with the City's designated representatives for interview or presentation to further describe the Firm's qualifications and capabilities. The requested information, interview, meeting or presentation shall be submitted or conducted, as appropriate, at a time and place the Director specifies.

- C. The City reserves the right, at its sole discretion, to reject any Proposal that is incomplete or unresponsive to the requests or requirements of this RFP. The City reserves the right to reject any or all Proposals and to waive and accept any informality or discrepancy in the Proposal or the process as may be in the City's best interest.
- D. All Proposals will remain in effect and be subject to selection by the City until the earlier of the execution of a final contract or one hundred eighty (180) calendar days after the deadline for Proposal submission ("Proposal Expiration Date"). Until the Proposal Expiration Date, Firm agrees that its Proposal shall remain in effect, as submitted, and subject to selection by the City.

4.3 Supplemental Information.

The City may require Firm to further supplement its written Proposal to obtain additional information, regarding the written Proposal, or to meet with the City's designated representatives to further describe Firm's qualifications and abilities. The decision regarding which Firm (s) will be asked to supplement a Proposal or meet with City representatives is in the Director's sole discretion. Supplements will be utilized for clarification purposes only and the Firm may not substitute material elements of its written Proposal, nor may Firm provide previously omitted material.

4.4 Cleveland Area Small Business, Minority, and Female Business Enterprise ("CSB, MBE and FBE") Participation.

Prospective Consultants are advised that in order to enter into a contract with the City, for providing the services outlined in this RFP, the successful Consultant must be determined to be in compliance with policies and procedures of the City's Office of Equal Opportunity ("OEO"). Accordingly, prospective Consultants are required to complete the attached Office of Equal Opportunity Schedules 1 through 4 and submit those materials with its Proposal. **All schedules must be completed, signed and dated; or the submittal may be considered non-responsive.** The completed schedules will be submitted to the City's Office of Equal Opportunity for evaluation. The Successful Consultant will be required to submit to the City's Office of Equal Opportunity a comprehensive workforce evaluation and an affirmative action plan no later than sixty (60) days after entering into a contract with the City.

The City has established a Cleveland Area Small Business ("CSB") subcontracting goal of **ten percent (10 %)** for this project. Please complete Schedule 2 – Schedule of Subcontractor Participation and provide a detailed plan with your Proposal indicating how CSBs will be utilized during the project.

Any and all proposed subcontractors, whether City certified or not, must be divulged and listed in the sealed Proposal. Include all proposed subcontractors on OEO Schedule 2. A Schedule 3 is also required for each proposed subcontractor that is CSB, MBE, FBE, LPE, or SUBE certified. However, Schedule 3 is not required for proposed subcontractors who are not City-certified as a CSB, MBE, FBE, LPE or SUBE. If OEO

Schedule 2 is not included in the Proposal documents, you must submit a proposed subcontractor list on a separate, signed sheet of paper, listing the name, address, type of work or materials, and total subcontractor amount for each and every subcontractor that you propose to use on the contract.

All proposed subcontractors, listed in your Proposal, must receive written Board of Control approval in advance. The subcontractors you propose, in your sealed Proposal, will be considered the subcontractors that you will use if the contract is awarded to you. See **Exhibit "A"** regarding the City's Sub-contractor Addition and Substitution Policy and Procedure. The City reserves the right to approve an award, but not approve a proposed subcontractor.

The City maintains a list of Vendors Ineligible to Contract or Subcontract with the City at the City of Cleveland website: <http://www.city.cleveland.oh.us>. It is each Consultant's responsibility to propose only eligible contractors. The City cannot approve a subcontractor whose name appears in this listing.

In addition, the City is firmly committed to assisting Minority Business Enterprises ("MBEs") and Female Business Enterprises ("FBEs") through its contracting activities, and the City intends to contract with firms that share that commitment. Consultants shall make every effort to use MBEs and FBEs as subcontractors where available and practical.

Please be aware that the participation of CSB/MBE/FBE firms, listed in your Proposal, will be monitored by the City's Office of Equal Opportunity throughout the duration of the contract. The successful Consultant will be responsible for providing the City's Office of Equal Opportunity with any and all information necessary to facilitate this monitoring, including subcontractor agreements, invoices and canceled checks. Successful Consultants, performing on CLE projects, have a dual reporting requirement. Successful Consultants will be required to provide subcontractor agreements to the Emerging Business Enterprise Development Office.

Additionally, successful Consultants and subcontractors (Non-CSB/MBE/FBE and CSB/MBE/FBE) will be required to enter all payments and invoice information associated with the contract into the PRISM monitoring system (canceled checks and invoices must be scanned and attached to the file). Successful Consultants and subcontractors will also be required to enter all payments, invoices and certified payrolls (where applicable) into the B2Gnow software.

If the successful Consultant fails to fulfill the CSB participation percentages set forth in this RFP, the successful Consultant may be subject to any and all penalties listed in Section 187.20 of the Cleveland Codified Ordinances.

It is the City's objective that the CSB/MBE/FBE performs a commercially useful function. A CSB/MBE/FBE is considered to perform a commercially useful function when it is independently responsible for the execution of a distinct element of the work of a contract and carries out its responsibilities by actually performing, managing and supervising the work involved. In light of industry practices and other relevant

considerations, the CSB/MBE/FBE must have a necessary and useful role in the transaction of a kind for which there is a market outside the context of the CSB/MBE/FBE program.

If you have any questions in regards to either the City's Office of Equal Opportunity's requirements and/or its other contracting goals, please contact the Office of Equal Opportunity at (216) 664-4152.

The successful Consultant is a "contractor" within the meaning of Chapter 187 of the Codified Ordinances of Cleveland, Ohio, 1976. During the term of the contract, the successful Consultant shall comply with all terms, conditions, and requirements imposed on a "contractor" in the Equal Opportunities Clause, Section 187.22 of the Codified Ordinances.

4.5 Outreach Events.

All Firms must affirm their commitment to supporting and/or participating in Department sponsored outreach events aimed at attracting and educating small, minority and female-owned companies on business opportunities with CLE. This may include a nominal fee up to Three Hundred Dollars (\$300.00) at the Director's discretion.

4.6 Equal Opportunity Clause.

The successful Firm, as contractor, will be required to comply with all terms, conditions and requirements imposed on a "contractor" in the following Equal Opportunity Clause, Section 187.22(b) of the Cleveland Codified Ordinances, and shall make the clause part of every subcontract or agreement entered into for services or goods and binding on all persons and firms with which the successful Firm may deal, as follows:

No contractor shall discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, national origin, age, disability, ethnic group or Vietnam-era or disabled veteran status. Contractors shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to race, religion, color, sex, sexual orientation, national origin, age, disability, ethnic group or Vietnam-era or disabled veteran status. As used in this chapter, "treated" means and includes without limitation the following: recruited whether by advertising or other means; compensated, whether in the form of rates of pay or other forms of compensation; selected for training, including apprenticeship, promoted, upgraded, demoted, transferred, laid off and terminated. Contractors shall post in conspicuous places available to employees and applicants for employment, notices to be provided by the hiring representative of contractors setting forth the provisions of this non-discrimination clause.

Within sixty (60) calendar days after entering into a contract, the successful Firm, as contractor, shall file a written affirmative action program with the OEO containing standards and procedures and representations assuring that the contractor affords all qualified employees and applicants for employment equal opportunities in the Contractor's recruitment, selection and advancement process.

4.7 Short-listing.

The City reserves the right to select a limited number (a "short-list") of Firms to make an oral presentation of their qualifications, proposed services and capabilities. The City will notify the Firms selected for oral presentations in writing.

4.8 Execution of Contract.

The successful Firm shall, within ten (10) business days after receipt of a contract, prepared by the City Director of Law, exclusive of Saturdays, Sundays and holidays, execute and return the contract, to the City, together with evidence of proper insurance and intent to conform to all requirements of the contract and all applicable federal, state and local laws and ordinances prior to or at the time of execution of the contract.

4.9 Familiarity with Request for Proposal; Responsibility for Proposal.

By submission of a Proposal, the Firm acknowledges that it is aware of, and understands, all requirements, provisions and conditions, in the RFP, and that its failure to become familiar with all the requirements, provisions, conditions and information either in this RFP or disseminated either at a pre-proposal conference or by addendum issued prior to the Proposal submission deadline, and all circumstances and conditions affecting performance, of the services, to be rendered by the successful Firm, will not relieve it from responsibility for all parts of its Proposal and, if selected for a contract, its complete performance, of the contract, in compliance with its terms. Firm acknowledges that the City has no responsibility for any conclusions or interpretations made by Firm on the basis of information made available by the City and the City does not guarantee the accuracy of any information provided and Firm expressly waives any right to a claim against the City arising from or based upon any incorrect, inaccurate or incomplete information or information not otherwise conforming to represented or actual conditions.

4.10 Anticipated Proposal Processing.

The City anticipates it will, but neither promises nor is obligated to, process Proposals received in accordance with the following schedule:

Release of Request for Proposal	December 27, 2022
Pre-proposal Conference	January 4, 2023
Deadline for Inquiries	January 9, 2023
Written Response to Inquiries	January 11, 2023
Deadline for Proposal	January 25, 2023

4.11 Interpretation of Proposal Document.

- A. If any prospective Firm finds discrepancies or omissions in this RFP, or if there is doubt as to the intended meaning of any part of this RFP, a written request for clarification or interpretation must be received by the Procurement Section of the Department of Port Control, Cleveland Airport System, 5300 Riverside Drive, P. O. Box 81009, Cleveland, Ohio 44181-0009 no later than January 9, 2023.

Requests for clarification or interpretation may be submitted via e-mail to smuia@clevelandairport.com.

- B. The City is not responsible for any explanation, clarification, interpretation, representation or approval made concerning this RFP or a statement given in any manner except by written addendum. The City will post online each addendum issued for this RFP. Any addenda so issued are a part of and incorporated into this RFP, as if originally written herein.

5. QUALIFICATIONS for PROPOSAL

5.1 Minimum Qualifications.

- A. Each firm must provide evidence that it has a minimum of seven (7) continuous years of experience, within the last ten (10) years, in providing marketing, public affairs, and/or public relations consulting services to airports, tourism entities or travel companies.
- B. Firms must possess all applicable licenses, certificates, permits or other authorizations required by all governmental authorities, including the City, having jurisdiction over the operations of the Successful Firm at the Airport or elsewhere.
- C. Firms must submit with their proposal three (3) written, verifiable references, dated within the last three months, from businesses familiar with the Firm's consulting services, providing positive recommendations for Firm to be awarded the professional services contract contemplated by this Request for Proposal.
- D. The individual, partnership, joint venture, corporation submitting a proposal, (or the officers or principals thereof) as presently constituted or existing from a business reorganization, or executive affiliation, must have the above minimum qualifications. If such requirements are not met Firm's proposal may be rejected. If Firm is a partnership or a joint venture, at least one of the general partners or one of the constituent members respectively must possess said minimum qualifications. Firms must be authorized to conduct business in the State of Ohio, County of Cuyahoga and the City of Cleveland.

6. PROPOSAL CONTENT

The Proposal shall consist of the following documents in the sequence listed below. To facilitate quick reference, each section of the Proposal shall be offset with a tab. The Proposal may be disqualified if the documents are not submitted in the sequence listed below.

- (A) Cover Letter: The cover letter should identify the firm and state other general information that the firm desires to include regarding the firm's business organization. At a minimum the cover letter must include the name, form of business entity (e.g. corporation, partnership, joint

venture, etc.), principal address, federal tax identification number, telephone number and e-mail address.

If a corporation, state the full name and title of each of the corporate officers and their experience as an owner, operator or manager of a marketing consulting firm. The state of incorporation is to be included. If the firm is not an Ohio corporation, include a statement advising whether or not the firm is qualified to do business in the State of Ohio as a foreign corporation. A foreign corporation will be required to qualify to do business in the State of Ohio prior to the execution of a contract.

If the potential consultant is a sole proprietorship, state the name of the individual doing business.

If a partnership, state the full name, address and other occupation, if any, of each partner; whether the partner is active or dormant; whether each partner is a general or limited partner; each partner's experience as an owner, operator or manager of an interpretation and/or translation firm and the proportionate share of the business owned by each partner.

If a joint venture, state the names of the firms participating in the joint venture and the principal officers of each firm; each officer's experience as an interpretation/translation consultant and the proportionate share of the joint venture owned by each joint venture partner.

- (B) Executive Summary: The executive summary should provide a clear and concise summary of the Firm's background, level of expertise, direct relevant experience and ability. The executive summary should make the Firm's case as the best candidate for providing the required services. This section should be structured so that it can serve as a stand-alone summary.
- (C) Exceptions: Firm shall include a list of exceptions to the RFP, if any. If there are no deviations or exceptions to any portion of this RFP, Firm shall state that on the "Exceptions" page. If no deviations or exceptions are identified and the City accepts the Firm's proposal, Firm shall conform to all of the requirements contained in the RFP.
- (D) Experience: This section gives firms the opportunity to discuss their industry experience and what defines them as a leader in their industry. Firm may submit as much information in this section as is needed to differentiate its company and proposal from the other Firms. Please include, as a minimum, the following information: (i) clearly communicate how you meet or exceed the minimum qualifications; (ii) describe the nature of your business experience in providing marketing and marketing-related consulting services to medium or large hub airports, tourism entities or travel companies and state the number of persons your currently employ in providing such services; (iii) give the

name, location and date of all similar contracts that have been terminated or canceled within the past five (5) years, prior to the expiration of their contractual term and list any judgments terminating or any pending lawsuits or unresolved disputes for the termination of such service provided by you within the past five (5) years.

- (E) Key Staff: The Firm should identify the key staff proposed for this contract and provide their curriculum vitae. As to each staff member identified, set forth their specific responsibilities and availability.
- (F) Statement of Project Goals: In a brief narrative format, the Firm should set forth its understanding of the anticipated project goals and discuss the unique nature of task-order, on call services.
- (G) Management Approach: Provide an organizational chart of the Firm showing all major component units; where the management of this contract will fall within the organization and what corporate resources will be available to support this contract in both primary and secondary or back-up roles. A discussion of cost control related to the location of work and performing project management responsibilities, including participating in meetings and completing work at the Airports for this contract should be included.
- (H) Financial Offer: Firm shall submit its best financial offer, including the cost of a monthly retainer, hourly staff rates and reimbursables, as necessary, for services not covered by the retainer, utilizing **Exhibit "E", Fee Table**, and include with your Proposal submission. No qualification of the financial offer will be accepted. The financial offer shall be considered a final offer and will not be subject to negotiation.
- (I) CSB/MBE/FBE Participation: Firms shall submit the names of persons, subcontractors, joint ventures or others to be used in meeting CSB/MBE/FBE goals.
- (J) Affidavit: Firm shall submit with its proposal an affidavit stating that either it nor its agents, nor any other party for it has paid or agreed to pay, directly or indirectly, any person, firm or corporation any money or valuable consideration for assistance in procuring or attempting to procure this contract subject to proposal and further agreeing that no such money or reward will be hereafter paid.
- (K) Additional Submittal Requirements: Firms shall complete, execute and return with its Proposal the following documents, copies of which are attached to this Request for Proposal: (i) Notice to Bidders Schedules 1-4; (ii) Northern Ireland Fair Employment Practices Disclosure; (iii) Information for Form 1099; (iv) Affidavit; and (v) Non-Competitive Bid Contract Statement for Calendar Year 2023.

The submission of a Proposal shall be considered evidence that the firm has satisfied itself relative to all conditions of this RFP and has ascertained either by inspection, investigation, or otherwise, all circumstances, procedures, conditions and requirements affecting the awarding of the Contract.

7. INQUIRIES

Interested parties may submit written questions pertaining to the RFP. **Verbal responses given by representatives of the City at any time may not be relied upon by the Firm in submitting its Proposal or in the performance of its obligations under the RFP.** The City will post online any amendments or clarifications to the RFP. Questions must be submitted, in writing, to Sharri Muia, Cleveland Airport System, 5300 Riverside Drive, P. O. Box 81009, Cleveland, Ohio 44181-0009 no later than January 9, 2023. Questions may be submitted via e-mail to smuia@clevelandairport.com.

8. DISQUALIFICATION OF FIRM/PROPOSAL

The City does not intend, by this RFP, to prohibit or discourage submission, of a Proposal, that is based upon Firm's trade experience relative to the scope of work, services or product(s) described in this RFP or to proscribe the manner in which its services are to be performed or rendered. The City will not be obligated to accept, however, significant deviations from the work or services sought by this RFP, including terms inconsistent with or substantially varying from the services or the financial and operational requirements of the RFP, as determined solely by the City. The City reserves the right to reject any, and all, Proposals or to waive and accept any deviation from this RFP or in any step of the Proposal submission or evaluation process so as to approve the award of the contract considered to be in the City's best interest, as determined in the City's sole discretion.

Although the City prefers that each Firm submit only one Proposal, including all alternatives, to the Proposal, that the Firm desires the City to consider, it will accept Proposals from different business entities or combinations having one or more members in interest in common with another Firm. The City may reject one or more Proposals if it has reason to believe that Firms have colluded to conceal the interest of one or more parties in a Proposal, and will not consider a future Proposal from a participant in the collusion. In addition, the City will not accept a Proposal from or approve a contract to any Firm that is in default as surety or otherwise upon an obligation to the City or has failed to perform faithfully any previous contract with the City, or is currently in default under any contract with the City.

The City reserves the right to reject any or all Proposals. Failure by a Firm to respond thoroughly and completely, to all information and document requests in this RFP may result in rejection of its Proposal. Further, the City reserves the right to independently investigate the financial status, qualifications, experience and performance history of a Firm.

9. EVALUATION OF PROPOSALS

The City Department issuing this RFP will evaluate each Proposal submitted. The City Department will present its recommendations to the City's Board of Control ("Board"). The Board may, but shall not be obligated to, entertain formal presentations. The City will only consider Proposals that are received on or before the submission deadline, and which meet all the requirements of this RFP. The City reserves the right to request a "best and final offer" from Firms meeting the minimum requirements.

The City shall apply an Evaluation Credit of two percent (2%) of the total points awarded for a Proposal received from a Local Producer and two percent (2%) of the total points awarded for a Proposal received from a Local Sustainable Business provided that the maximum total Evaluation Credit applied shall not exceed four percent (4%). The Evaluation Credit to be added is solely for the purpose of Proposal comparison when evaluating competing Proposals. The use of Evaluation Credits does not alter the Proposal submitted by a Firm or the contract executed based on the Proposal. As used herein "Local Producer" and "Local Sustainable Business" are defined in City of Cleveland Ordinance No. 1660-A-09 (Refer to **Exhibit "B"** attached hereto).

The numerical rating, following each factor set forth below, indicates the importance of the requested information in the selection process. The resulting selection rating will not reflect on the professional abilities of the Firm. Instead, the rating reflects the City's best attempt to quantify each Firm's ability to provide the services set forth in the contract and to meet the specific conditions and criteria included in this RFP.

- (A) Executive Summary as described in Part 6 (B)
(Selection rating up to 10 points)
- (B) Experience as described in Part 6 (D).
(Selection rating up to 40 points)
- (C) Key Staff as described in Part 6 (E).
(Selection rating up to 20 points)
- (D) Management Approach as described in Part 6 (G).
(Selection rating up to 30 points)
- (E) CSB Participation as described in Part 6 (I).
(Pass/Fail)

10. SCORING PROCEDURE

The contracting department may use the total points awarded for a Proposal, to compare competing Proposals to determine which to recommend for a contract award. The ranking of the Proposal Qualifications review will be 50% of the Proposer's score, with the highest score having the highest numerical ranking, based on the number of proposals received. The ranking of the estimated Proposal Pricing (fee) will be 50% of the Proposer's score, with the lowest price having the highest numerical ranking, based

on the number of proposals received. The winning Proposal will be the highest total of these combined rankings. In case of a tie score, the Proposer with the highest score in the Qualifications review will be the selected Firm.